

Agreement to Supply:
EMERGENCY DEBRIS MANAGEMENT SERVICES

CONTRACT NO.:

712-8397

This agreement, made and entered into this the 24th day of May, 2001, by and between the **CITY OF FORT LAUDERDALE**, a municipal corporation of Florida, City Hall, Fort Lauderdale, FL 33301, hereafter called the "City".

and

Name of **CONTRACTOR:** Crowder/Gulf Joint Venture

Address: 5535 Business Parkway

City: Theodore, State: AL Zip: 36582

A Corporation A Partnership An Individual:
Other:

authorized to do business in the State of Florida, hereinafter called the "Company." Witnesseth that: Whereas, the City did advertise and issue an Invitation to Bid (ITB) or Request for Proposal (RFP) for supplying the requirements of the City for the items and/or service listed above for a period of: one year and the Contractor submitted a bid which was accepted and approved by the City.

Formal authorization of this contract was adopted by the City Commission on: 5/1/01 Pur-11

Now, therefore, for and in consideration of the premises and the mutual covenants herein contained, the parties convenient and agree as follows:

1. The Company agrees to sell to the City and the City agrees to buy from the Company, during the period beginning 05/01/01 and ending 04/30/02 for the requirements listed above and according to the following specifications, terms, covenants and conditions:

a. The Legal Advertisement, Invitation to Bid containing General Conditions, Instructions to Bidders, Information for Bidders, Special Conditions, Specification, addenda, and/or any other attachments forming a part of ITB/RFP No. 712-8397 and the Contractor's bid in response from a part of this contract and by reference are made a part hereof.

b. In constructing the rights and obligations between the parties, the order of priority in cases of conflict between the documents shall be as follows:

- 1) This contract Form G-110, Rev. 12/00
- 2) The City's ITB/RFP and all addenda thereto
- 3) Contractor's bid in response to the City's ITB/RFP

c. **Warranty:** The Company by executing this contract embodying the terms herein warrants that the product and/or service that is supplied to the City shall remain fully in accord with the specifications and be of the highest quality. In the event any product and/or service as supplied to the City is found to be defective or does not conform to specifications the City reserves the right to cancel that order upon written notice to the Contractor and to adjust billing accordingly.

d. **Cancellation:** The City may cancel this contract upon notice in writing should the Contractor fail to reasonably perform the service of furnishing the products and/or services as specified herein upon 30 days written notice. This applies to all items of goods or services.

e. **Taxes Exempt:** State Sales (#16-03-196479-54C) and Federal Excise (#59-600319) Taxes are normally exempt, however, certain transactions are taxable. Consult your tax practitioner for guidance where necessary.

f. **Invoicing:** Contractor will forward all invoices in duplicate for payment to the following: Finance Department, 100 N. Andrews Avenue, 6th Floor, Fort Lauderdale, FL 33301. If discount, other than prompt payment terms applies,

2. Contract Special Conditions: The following special conditions are made a part of and modify the standard provisions contained in this contract Form G-110.

Date:

5/30/01

City of Ft. Lauderdale Florida

EMERGENCY DEBRIS SERVICES

RFP #712-8397

January 3, 2001



Crowder/Gulf Joint Venture

5535 Business Parkway

Theodore, AL 36582

(800) 992-6207



Crowder/Gulf Joint Venture

DISASTER RECOVERY CONTRACTORS

5535 Business Parkway / Theodore, Alabama 36582
Office – (334) 653-0575 Fax – (334)-654-0470 Toll Free 1-800-992-6207

January 3, 2001

City of Ft. Lauderdale
Mr. Richard Ewell, CPPB
Purchasing Division
City Hall, 6th Floor, Room 619
100 North Andrews Avenue
Ft. Lauderdale, FL 33301

VIA: Fedex

Re: Request for Proposals – Emergency Debris Management - RFP #712-8397

Mr. Ewell:

In line with your solicitation, we wish to formally express our interest in providing Emergency Debris Management services for the City of Ft. Lauderdale (The City). Accordingly, Crowder/Gulf Joint Venture (CG) is pleased to submit herewith the enclosed proposal for your review and consideration.

Crowder Excavation is based in Tallahassee, Florida and Gulf Equipment is located in Theodore, Alabama. Crowder/Gulf personnel have planned and managed successful disaster debris and reduction operations in Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, and Texas. During our thirty (30) years of work in the field, we have developed a successful plan of operation to competently complete cleanup and reduction in a safe, orderly, practical and efficient manner, and in a minimum amount of time. Our personnel are experienced and qualified in operations, accounting, and FEMA Public Assistance reimbursement, with a reputation for providing cost-effective and efficient disaster debris removal and disposal.

It is our understanding that the scope of work contemplated by this RFP encompasses a pre-need pre-position contract for project management to assist the City in a variety of disaster related services. Such services shall include but not be limited to large scale debris removal, separation, staging, and disposal; demolition work, construction and demolition debris removal; hazardous waste handling; tree trimming, erection, stump grinding and removal; marine salvage operations; sand removal from roads, streets, and right-of-ways; beach sand screening and replacement, and emergency berm construction. Crowder/Gulf has the expertise and resources to mobilize, direct, and manage a work force that can complete debris management operations & services in accordance with the City's requirements.

Listed below is the contact information for our key personnel authorized to make representations on behalf of Crowder/Gulf:

Primary Contact

John Ramsay, President
Crowder/Gulf Joint Venture
5535 Business Parkway
Theodore, AL 36582
(800) 992-6207 Office
(334) 402-3677 Cellular
(334) 654-0470 Fax

Alternate Contact

Bud Rich, Florida Project Director
Crowder/Gulf Joint Venture
901 Geddie Road
Tallahassee, FL 32304
(800) 576-7176 Office
(850) 566-4498 Cellular
(850) 576-1542 Fax

Crowder/Gulf is submitting this proposal solely as Principals and has not contacted or in any way colluded with any person or entity submitting a proposal pursuant to this RFP.

We sincerely appreciate the opportunity to make this proposal, and look forward to further correspondence and/or a meeting to further discuss your specific requirements and our capabilities. If you have any questions, comments, or require additional information, please do not hesitate to contact us.

Sincerely,

A handwritten signature in black ink, appearing to read "John Ramsay", is written over the word "Sincerely,".

John Ramsay
President

Enclosures

PROPOSAL SIGNATURE PAGE

RFP #712-8397

TO: The City of Fort Lauderdale

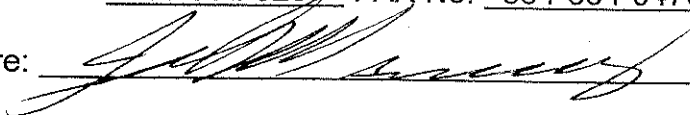
The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the RFP. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this proposal.

Proposal submitted by:

Name (printed) John Ramsay Title: President

Company: (Legal Registered) Crowder/Gulf Joint Venture

Address: 5535 Business Parkway

City Theodore State: AL Zip: 36582Telephone No. 800-992-6207 FAX No. 334-654-0470Signature:  Date: 01/02/01

Does your firm qualify for MBE or WBE status In accordance with Section 1.08 of General Conditions? NO MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in his proposal:

Addendum No.
1

Date Issued
12/7/00

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of RFP, attachments or proposal pages. No variations or exceptions by the Proposer will be deemed to be part of the proposal submitted unless such variation or exception is listed and contained within the proposal documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your proposal complies with the full scope of this RFP.

Variances:

Crowder / Gulf Joint Venture

CITY OF FT. LAUDERDALE EMERGENCY DEBRIS MANAGEMENT

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PART I. COST INFORMATION

Price Proposal:

The proposer shall provide a complete all inclusive price proposal for all services to be provided as outlined in the RFP. Please include all hourly rate charges for personnel, heavy equipment and vehicles, including any travel time and deployment fees. Indicate the number of personnel, heavy equipment and vehicles that are employed or owned by the company. Please include details about the company's invoicing policy. A separate charge or combination of per hour or per ton charge will be considered. Attach a list of personnel and equipment per hour.

CREW PRICE: A. \$102.00 per ton mixed debris and C&D (Pompano Landfill)

B. \$112.00 per ton yard waste debris (Pompano Landfill)

C. \$82.00 per ton mixed debris and C&D (Envirocycle)

D. \$92.00 per ton yard waste debris (Envirocycle)

E. HOURLY RATES USING ALTERNATE NON SCALE SITES:

See next page for eqpt pricing per hour: Loader with operator

See next page for eqpt pricing per hour: Dump truck with operator

See next page for eqpt pricing per hour: Labor

Note: Crowder/Gulf normally invoices bi-weekly or monthly, but will work with the City of Fort Lauderdale to accommodate a different pay schedule that might better suit the City.

Crowder / Gulf Joint Venture
CITY OF FT. LAUDERDALE EMERGENCY DEBRIS MANAGEMENT - RFP#712-8397

EQUIPMENT PRICING

<u>Equipment Description</u>	<u>Unit</u>	<u>Unit Price</u>
Rubber Tired Excavator with debris grapple	Hour	\$130.00
216 Prentiss Knuckleboom Loader	Hour	\$145.00
JD 644 Wheel-Loader, or equivalent, with debris grapple	Hour	\$135.00
John Deere 544, or equivalent, with debris grapple	Hour	\$125.00
2 -3 Cubic Yard Articulated Loader with bucket	Hour	\$110.00
753 Bobcat Loader with debris grapple	Hour	\$ 60.00
John Deere 648-E Skidder	Hour	\$100.00
D-6 Dozer, or equivalent	Hour	\$100.00
Farm Tractor with box blade	Hour	\$ 32.00
30 Ton, or larger, Crane	Hour	\$160.00
Trackhoe, John Deere 690, or equivalent	Hour	\$120.00
Rubber Tired Backhoe, JD 310, or equivalent, w/ bucket & hoe	Hour	\$ 65.00
50' Bucket Truck	Hour	\$145.00
Trailer Dump Truck, 50 - 60 cubic yards	Hour	\$ 85.00
Tandem Dump Truck, 14 - 18 cubic yards	Hour	\$ 68.00
Equipment Transports	Hour	\$ 80.00
Supplies Truck	Hour	\$ 55.00
Service Truck	Hour	\$ 50.00
Tub Grinder, 800 - 1000 Hp	Hour	\$600.00

Note: All above prices include operator. Depending on the severity of the disaster, some or all of the above equipment will be required. Crowder/Gulf will ensure sufficient numbers of each type of listed equipment are available to meet the needs for a particular disaster.

<u>Personnel Description</u>	<u>Unit</u>	<u>Unit Price</u>
Climber with gear	Hour	\$110.00
Superintendent with truck, phone & radio	Hour	\$ 60.00
Foreman with truck	Hour	\$ 48.00
Inspector with vehicle, phone & radio	Hour	\$ 46.00
Saw Hand with chainsaw	Hour	\$ 46.00
Survey personnel with vehicle	Hour	\$ 28.00
Laborers & Flagmen	Hour	\$ 28.00

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CITY OF FT. LAUDERDALE EMERGENCY DEBRIS MANAGEMENT – RFP#12-8397

PART II. TECHNICAL PROPOSAL

1. SCOPE OF SERVICES.

Crowder/Gulf (C/G) is well aware of the trauma and disruption placed on a community's economy and its citizen's lifestyles resulting from the occurrence of a natural disaster. Our personnel are thoroughly indoctrinated regarding C/G's policy to always be compassionate, polite and responsive to the needs of the community and its citizens. We have received numerous recommendations and testimonials from various governmental officials stating their appreciation for our Community Relations Policy and attesting to its success within the communities we have served. The responsibility to interface with the elected and appointed officials as well as the citizens at large is assigned to a Senior C/G Official on all contracts for storm services.

Crowder/Gulf has the financial, personnel and equipment resources to provide the management, planning, personnel and equipment to efficiently and effectively provide the City quality disaster related services. Such services will include, but not necessarily be limited to, large scale debris removal, separation, staging, and disposal; demolition work, construction and demolition debris removal; hazardous waste handling; tree trimming, erection, stump grinding and removal; marine salvage operations; sand removal from roads, streets, and right-of-ways; beach sand screening and replacement, and emergency berm construction. Contractor will supply emergency housing, power, communications, food, water, ice and other services and supplies as needed during a recovery period.

C/G has established solid-working relationships with numerous state emergency response agencies as well as other key agencies involved in disaster response and recovery that include the Federal Emergency Management Agency (FEMA) and the U.S. Army Corps of Engineers (USACE). These relationships combined with C/G's consulting relationship with Disaster Response Technologies (DRT) afford our clients the benefit of all-inclusive disaster response and recovery services based on up-to-date program guidance and project criteria regarding all categories of Public Assistance.

The amount of damage that occurs during a natural disaster varies, as do the needs to restore the affected areas. Crowder/Gulf's basic Debris Management Plan is flexible and set up so that it may be adapted to the specific requirements of the contract and the scope of the disaster. Our Plan establishes an early appraisal of disaster damage, moves trained, well equipped crews into affected areas in the shortest time possible, and follows a disaster-specific plan to ensure the personnel and equipment are mobilized and utilized in the most efficient and effective manner to remove and reduce debris with the least possible impact on the citizens of the community.

Upon award of a contract, Crowder/Gulf will work with City personnel to develop a comprehensive strategic plan for disaster recovery for the City of Ft. Lauderdale.

2. EXPERTISE OF STAFF.

- A. PERSONNEL.** The severity of the disaster will determine how many employees will be assigned to a specific disaster event. Depending on the scope of the disaster, Crowder/Gulf uses a combination of company crews and subcontractors to perform work. We will begin with Crowder/Gulf personnel and proceed to add additional personnel or subcontractors until we have sufficient personnel to effectively and efficiently manage and handle the disaster recovery effort. We have commitment letters from numerous subcontractors in the Southeast who will respond and mobilize within 24 hours of notice. Our policy is to hire qualified local subcontractors if they are available.

Crowder/Gulf Joint Venture has the following five (5) sources of management and inspection personnel:

1. Personnel who are currently employed by both Crowder Excavation and Gulf Equipment on a continuing or consulting basis with combined experience in excess of 120 years managing and performing disaster related work.
2. Large subcontractors who can provide their own competent management and inspection personnel with minimum oversight from Crowder/Gulf's management team, along with over 100 other self-sufficient experienced subcontractors who have worked with us on previous disasters and understand Crowder/Gulf's management philosophy and Management Plan.
3. Retired and semi-retired construction and power company professionals who are experienced in managing and inspecting disaster related work.

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PART II. TECHNICAL PROPOSAL

4. A stand-by agreement with PBS&J Engineers to provide personnel for damage survey reports, management, inspection, and engineering.
5. An agreement with Disaster Response Technologies, Inc., (DRT) to provide pre- and post-disaster, incident response, and contract compliance planning and training services. DRT's president, Mr. Tom Credle, is a nationally recognized expert in disaster management and response. He has served as a State and Regional Director and was appointed as the Federal Coordinating Officer for 70 Presidentially declared disasters. All of the DRT Associates have served as key disaster managers in Federal agencies such as the U.S. Army Corps of Engineers (USACE), Department of Housing and Urban Development (HUD), the Environmental Protection Agency (EPA), and the Federal Emergency Management Agency (FEMA). Three of DRT Associates have been appointed State and/or Regional Directors in the Emergency Management community. Having held a variety of management positions within Federal, State and Local agencies, the DRT employees and Associates bring to our management team a vast array of experiences in disaster-specific technical assistance and support. They have authored and/or contributed to the development of the FEMA Public Assistance regulations and Public Assistance Guide (FEMA 286). They have designed administrative and disaster operating procedures and have served as disaster planners, trainers and evaluators. Two of the DRT Associates are licensed Civil Engineers.

- B. KEY PERSONNEL.** Crowder/Gulf's key management, administrative and supervisory personnel have well in excess of 120 years combined disaster management, assessment, collection, separation, reduction, recycling, and demolition experience. We have provided and successfully performed disaster recovery services for a variety of governmental entities during most major natural disasters (including hurricanes, floods, tornados, and ice storms) throughout the Southeast over the past 30 years.

All C/G officers, managers and supervisors have been involved in previous successful disaster related debris operations and have been trained to the quality control concerns, safety concerns, ethics and drug policies of C/G. All key personnel understand our management plan concept and its relationship to this company's Mission Statement. The following is a list of C/G's key management, administrative and supervisory personnel who will be assigned to this project:

1. **John Ramsay – Director of Operations (DO).** Mr. Ramsay is a graduate of Auburn University with a degree in Agriculture and has over 30 years of experience in storm debris operations and management. He has directed the successful completion of over ten (10) major operations from Hurricane Camille in 1969 to Hurricane Floyd in 1999. He is familiar and experienced in all phases of a debris operation from removal, reduction, recycling and disposal.

Major natural disaster projects successfully completed as Director include:

<u>Year & Disaster</u>	<u>Contracting Entity</u>
1) 1999-Hurricane Floyd & Floods	Counties of Wilson, Nash, Edgecombe, & Richmond, NC; Cities of Wilson, Rocky Mount, Princeville, and Rockingham, NC
2) 1998-Hurricane Georges	Harrison County, MS
3) 1996-Hurricane Fran	COE- 20 counties in NC; City of Wilson, NC; County of Wilson, NC
4) 1995-Hurricane Opal	Cities of Panama City, Lynn Haven, FL; Bay County, FL
5) 1995-Hurricane Erin	Escambia County Utility Authority, Pensacola, FL
6) 1994-Ice Storm	Cities of Memphis & Germantown, TN
7) 1992-Hurricane Andrew	Miami Beach, FL; City of Miami; Key Biscayne; Broward County, FL
8) 1991-Ice Storm	Birmingham, AL
9) 1990-Hurricane Hugo	Charleston, SC; Cypress Gardens in Charleston; Manning, SC; Florence, SC; Kershaw County, SC; SC Dept. Hwy Public Transport.
10) 1983-Hurricane Alicia	Houston, TX
11) 1979-Hurricane Frederic	COE -Mobile, AL District
12) 1969-Hurricane Camille	MS & AL- Agricultural Stabilization & Conservation Service

2. **Bud Rich – Assistant Director of Operations (ADO).** Mr. Rich has held overall direction and control positions in debris management since 1993 and is regarded as an expert in the specific phase of debris



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PART II. TECHNICAL PROPOSAL

reduction. His major storm experience includes Hurricanes Erin, Opal, Fran and Floyd plus numerous smaller operations over the past seven years.

3. **Everett Ellis – Logistics Manager (LM).** Mr. Ellis has BS in Mechanical Engineering from USL and over 35 years of management experience in key organizational roles in the aerospace and marine industries, as well as experience in engineering, property management, equipment leasing, and software development. He has a thorough understanding of the documentation needs of C/G's clients.
4. **William Wright – Safety/Quality Control Manager (SQCM).** Mr. Wright has an engineering degree from Auburn University and worked for Alabama Power Company for 31 years in various management positions. In the aftermath of Hurricanes Frederick, Erin and Opal he was responsible for managing and coordinating power crews in the restoration of power in the Southeastern Division of Alabama Power. William served as a Safety Specialist for Alabama Power from 1995 until his retirement. He is presently a Safety Consultant to C/G and a key member of our Management Team.
5. **Eric Hall – Debris Reduction Manager (DM).** Mr. Hall is a specialist in Air Curtain Incineration and has worked in the storm debris business since 1987. He has worked as Debris Reduction Manager for C/G in Florida after Hurricanes Andrew in 1992, Erin and Opal in 1995, plus North Carolina after Hurricane Fran in 1996.

DISASTER RESPONSE TECHNOLOGIES, INC. (DRT) – (FEMA Public Assistance Program)

Tom Credle – President. Mr. Credle retired in 1994 from the Federal Emergency Management Agency (FEMA) after 25 years of federal service. After retirement, he served as the Debris Removal Coordinator in the State of Florida for Hurricane Opal and as a Debris Consultant for two other southeastern states. In early 1998 Mr. Credle formed DRT to supply a professional response to the newly established demand for disaster-specific consulting. The precedence set by DRT created what has recently become the expected standard in the disaster consulting industry of today.

- C. **AVAILABLE PERSONNEL.** The following is a list of Crowder/Gulf's available management, administrative, and supervisory personnel (full resumes are available on request) who, depending on the scope of the work, may be assigned to the contract:

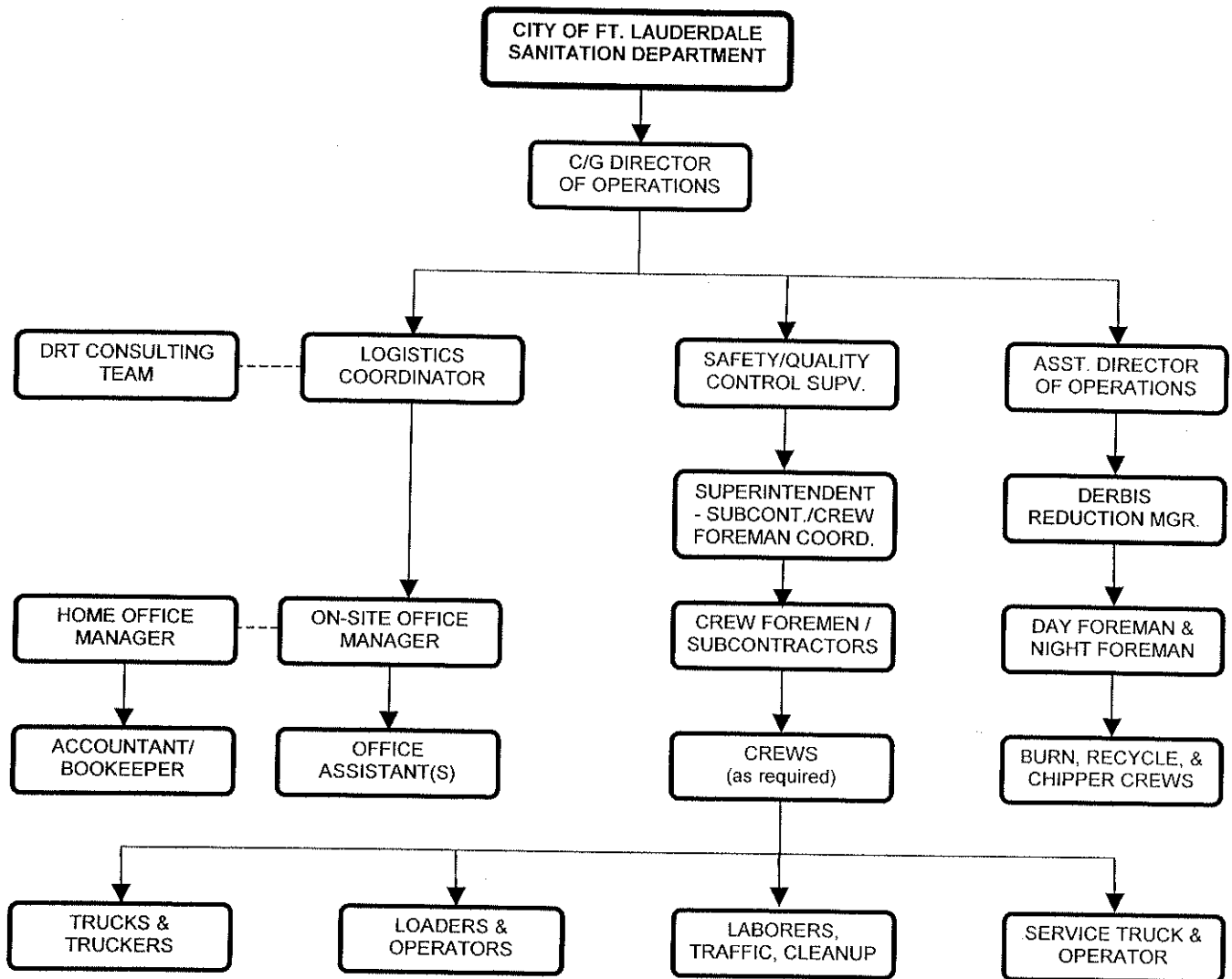
1. Jimmie T. Crowder - Assistant Director of Operations
2. Lyman W. Ramsay, Jr., BS in Agriculture - Assistant Director of Operations
3. Ashley Stringfellow, BS - Logistics Manager/Office Manager - FEMA/Government Regulation Specialist
4. Margaret R. Wright, Ph.D. - Logistics Manager - FEMA/Government Regulation Specialist - Audio/Video Producer
5. Tina L. Crowder - Office manager
6. William M. McGough, Jr., BS in Civil Engineering - Equipment Superintendent
7. Arnold L. Jackson, BS in Economics - Communications Specialist
8. George Atkin, Jr., P.E., BS in Mathematics – Engineering
9. D. R. Lavender – Superintendent/Subcontractor Crew Foreman Coordinator
10. Ralph Joseph Chaisson – Superintendent
11. Carlton Jackson – Superintendent
12. Glenda Ladner – Superintendent
13. John Aaron Ramsay – Superintendent
14. Amber Ramsay - Public Relations/Media Manager
15. Robert L. Mayo, BS in Accounting, CPA – Accountant
16. Kelly W. Carroll, MS in Social Work – Billing
17. Patricia Rhodes – Payroll
18. Belinda Picklesimer, Vice President, DRT - Project Technical Assistance – FEMA

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PART II. TECHNICAL PROPOSAL

- D. **FIELD ORGANIZATION CHART.** The C/G Field Organization Chart is provided below to illustrate the positioning of the above listed key personnel as well as the overall structure of all C/G personnel during storm debris operations.



- E. **SUBCONTRACTORS.** C/G has a number of large subcontractors who can provide their own competent management and inspection personnel with minimum oversight from Crowder/Gulf's management team, along with over 100 other self-sufficient experienced subcontractors who have worked with us on previous disasters. It is C/G's policy to utilize qualified local subcontractors to the fullest extent possible. Upon award of a contract with the City, C/G will attempt to identify and develop standby agreements with local firms. A full list of our subcontractors is available upon request.

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PART II. TECHNICAL PROPOSAL

3. PERFORMANCE.

The following chart contains a listing of contracted debris management work accomplished by CGJV, Crowder Excavating and/or Gulf Equipment over the past 21 years. These listings reflect debris removal, reduction, recycling and/or disposal dating back to Hurricane Frederick in the Mobile, Alabama area in 1979. The 25 storm projects account for some 13,400,000 cubic yards of debris management by the two companies, independently and as a joint venture. The joint venture's first storm work began with the Memphis Ice Storm in 1994 and since that storm has accounted for over 36 million dollars in storm debris work.

DISASTER	SCOPE OF TASK	PROJECT MANAGER	\$ VALUE OF CONTRACT	REFERENCES	CONTACT
1999 - Hurricane Floyd Wilson, Nash, Richmond, & Edgecombe Counties, NC Cities of Wilson, Rocky Mount, Rockingham, and Princeville, NC	Debris removal & reduction, and demolition of 600 flooded homes 1,000,000 CY 50,000 Tons	John Ramsay Bud Rich	\$10,000,000	Deborah Boyette, Asst. Director Public Services/Administration, City of Wilson Douglas S. Roberson, Jr., Dir. Of Public Works City of Rocky Mount William Hill, Health Director, Nash County	(252) 399-2461 (252) 972-1299 (252) 459-9823
1999 - Floods on the Guadalupe & Comal Rivers	Debris removal & reduction from rivers & 6 miles of river canals	John A. Ramsay Dickie Joe Ladner	\$870, 000	Mr. Gerald Kraafta, Contracting Officer Tech USDA, NRCA Mr. C. A. Bolner, City Engr. New Braunfels, TX Mr. James E. Shelton, NRCS Contracting Officer, State of Texas	(830) 780-5046 (830) 660-1830 (254) 742-9967
1998 - Hurricane Georges Harrison County, MS	Debris removal & reduction 400,000 CY	John Ramsay Dickie Joe Ladner	\$3,600,000	Larry Benefield, President County Comm. Harrison County, MS Dickie Joe Ladner	(228) 831-3361 (228) 255-1141
1996 - Hurricane Fran City of Wilson, NC	Debris removal & reduction 320,000 CY	John Ramsay Bud Rich	\$1,600,000	Mr. Charles Pitman, III, Deputy City Mgr./Oper. & Public Services Mr. Ronnie Dew, Supervisor Public Works Ms. Deborah Boyette, Asst. Director of Public Works	(252) 399-2461 (252) 399-2483 (252) 399-2464
1996 - Hurricane Fran County of Wilson, NC	Debris removal & reduction 300,000 CY - Open burn 20,000 CY - Debris removal	John Ramsay Bud Rich	\$380,000	Mr. Steve Clayton, Solid Waste Director, Wilson County, NC	(252) 399-2423
1996 - Hurricane Fran Corps of Engineers Wilmington District	Debris removal & reduction 400,000 CY	John Ramsay Bud Rich	\$2,400,000	Mrs. Annie Lee Sidberry, Contract Administrator Mr. Don Tutor, Corps of Engineers, Memphis, TN	(252) 251-4864 (901) 544-3856

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PART II. TECHNICAL PROPOSAL

DISASTER	SCOPE OF TASK	PROJECT MANAGER	\$ VALUE OF CONTRACT	REFERENCES	CONTACT
1995 - Hurricane Opal Panama City, FL	Debris removal & reduction 300,000 CY	Ashley Stringfellow Bud Rich	\$2,000,000	Mr. Joe Villadsen, Public Works Director Mr. Ken Hammonds, City Manager	(850) 872-3171 (850) 872-3010
1995 - Hurricane Opal Bay County, FL	Debris removal, stockpiling, final transport to dump site for entire County	John Ramsay Bud Rich	\$1,300,000	Ms. Pam Daniels, CDM Egnr. & Construction, Inc Mr. Jim Moody, Florida Asphalt & Paving Mr. Skip Cook, Camp Dresser & McGee	(850) 785-3822 (850) 785-6139 (850) 386-5277
1995 - Hurricane Opal Lynn Haven, FL	Debris removal & reduction 80,000 CY	John Ramsay Bud Rich	\$400,000	Mr. Robert Baker Mr. Ricky Horst	(904) 436-5693 (904) 265-2121
1995 - Hurricane Erin Pensacola, FL	Debris removal & reduction 115,000 CY	John Ramsay Bud Rich	\$600,000	Mr. C. B. Roberts Mr. Jerry Moore, Escambia Utility Authority	(904) 436-5693 (904) 944-0015
1995 - Ice Storm Germantown, TN	Debris removal 700,000 CY	John Ramsay Bud Rich	\$4,500,000	Mr. Bo Mills, Environmental Services	(901) 757-7387
1994 - Ice storm Memphis, TN	Operated 5 burn sites. Received all debris from City, County, DOT, and private contractors 2,500,000 CY	John Ramsay Bud Rich	\$3,200,000	Mr. Paul Patterson, Solid Waste Management Admin., Division of Public Works Mr. Eddie Yawn, Division of Public Works	(901) 576-6851 (901) 576-6851
1993 - Hurricane Andrew Leon Co. Solid Waste Tavares, FL	Chipping	Jimmie Crowder	Hourly Contract	Mr. Jud Curtis	(904) 488-8003
1993 - Hurricane Andrew Ft. Lauderdale, FL	Chipping 400,000 CY	Jimmie Crowder	\$200,000	Ms. Sally Galias	(305) 357-- 6065
1993 - Hurricane Andrew Corps of Engineers Jacksonville, FL	Chipping	Jimmie Crowder	\$1,200,000	Ms. Claudia Hundley	P. O. Box 4790 Jacksonville, FL
1993 - Hurricane Andrew Jackson County, MS Industrial Contractors	Chipping	Jimmie Crowder	\$1,00,000	Mr. Ed Penton	(601) 497-2938
1992 - Hurricane Andrew Corps of Engineers Jacksonville, FL	Chipping	Jimmie Crowder	\$130,000	Mr. Harley R. Hartley	P. O. Box 4790 Jacksonville, FL

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DISASTER	SCOPE OF TASK	PROJECT MANAGER	\$ VALUE OF CONTRACT	REFERENCES	CONTACT
1992 - Hurricane Andrew Sunbelt Landscaping Medley, FL	Chipping	Jimmie Crowder	\$1,000,000	Mr. Randy Perkins	7725 NW 72 nd Ave., Jacksonville, FL (305) 262-9898
1992 - Hurricane Andrew Homestead, FL	Debris removal 260,000 CY	John Ramsay	\$1,300,000	Mr. Esteban Solar Mr. Joe Solar Resol Engineer & Construction	(305) 262-9898 (305) 262-9898
1992 - Hurricane Andrew Key Biscayne, FL	Debris removal 260,000 CY	John Ramsay	\$1,800,000	Mr. Esteban Solar Mr. Joe Solar Resol Engineer & Construction	(305) 262-9898 (305) 262-9898
1992 - Hurricane Andrew Dade County, various counties & State Parks	Debris removal & reduction 60,000 CY	John Ramsay	\$150,000	Mr. Esteban Solar Mr. Joe Solar Resol Engineer & Construction	(305) 262-9898 (305) 262-9898
1991 - Ice Storm Mountainbrook, AL City of Birmingham, AL Birmingham Botanical Gardens & Zoo	Debris removal & reduction 450,000 CY	John Ramsay	\$1,900,000	Mr. David Higdon Business Manager Birmingham Parks & Recreation Dept.	(205) 254-2401
1990 - Hurricane Hugo South Carolina DOT Counties of Kershaw, Lancaster & Manning Cities of Florence, Manning & Charleston	Debris removal & reduction including 90 miles of I-20 & I-95 90,000 CY	John Ramsay	\$5,200,000	Mr. Jackie Spears, Kershaw County Ms. Frances Cantwell, Former City Attorney Charleston, SC Mr. Steve Livingston, Charleston County Public Works Mr. Larry Drolet, Charleston County Public Works	(803) 425-7192 (843) 722-4064 (843) 727-6884 (843) 727-6875
1983 - Hurricane Alicia Houston, TX	Debris removal & reduction 800,000 CY	John Ramsay	\$4,300,000	Mr. Don Bernard Mr. Daniel Black	(713) 641-5111
1979 - Hurricane Frederick Corps of Engineers	Debris removal & reduction 5,000,000 CY	John Ramsay	\$21,000,000	Mr. Bill Campbell, Contracting Officer	

Note: Listed below are summaries for the total amount of material and the cumulative dollar value of the referenced contracts:

1. In excess of 13,000,000 CY of debris has been handled, transported, removed, processed, and/or chipped and burned.
2. The total dollar value of the contracts in the Past Performance list is approximately \$70,000,000.

PART II. TECHNICAL PROPOSAL

4. MANAGERIAL CAPABILITIES.

Crowder/Gulf personnel have planned and managed successful disaster debris and reduction operations in Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee, and Texas. During our thirty (30) years of work in the field, we have developed a successful plan of operation to competently complete cleanup in a safe, orderly, practical and efficient manner, and in a minimum amount of time. Our personnel are experienced and qualified in operations, accounting, and State and FEMA Public Assistance reimbursement, with a reputation for providing cost-effective and efficient disaster debris removal and disposal services.

C/G has been selected as the pre-storm contractor of choice based on the quality of prior work as well as by the process of competitive request for proposal. C/G currently has disaster debris management standby contracts with Polk County, the City of Sanibel, the City of Fort Lauderdale, and a pending disaster debris management standby contract with Brevard County in Florida. C/G does not consider these contracts to be an impediment to our ability to perform the services contemplated by this RFP.

Crowder/Gulf has successfully managed successful debris and reduction operations in multiple counties and municipalities during previous disasters. In the aftermath of Hurricane Floyd and subsequent floods during 1999 and 2000, C/G successfully managed debris removal & reduction operations, and demolition of 600 flooded homes in the Counties of Wilson, Nash, Edgecombe, & Richmond, NC and the Cities of Wilson, Rocky Mount, Princeville, and Rockingham, NC.

After Hurricane Fran in 1996, C/G successfully managed debris removal & reduction operations in Wilson County, NC, the City of Wilson, NC, and in 20 other counties in North Carolina for the U.S. Army Corps of Engineers.

In the aftermath of Hurricane Opal in 1995, C/G successfully managed debris removal & reduction operations in Bay County, FL and the Cities of Panama City and Lynn Haven, FL.

After Hurricane Andrew in 1992 and 1993, C/G successfully managed debris removal & reduction operations in the Dade County and the Cities of Miami Beach, Miami, Homestead, and Key Biscayne, and reduction operations in Ft. Lauderdale, Tavares, Medley, and for the U.S. Army Corps of Engineers.

After Hurricane Hugo in 1989, C/G successfully managed debris removal & reduction operations in the Counties of Kershaw, Lancaster, and Manning, the Cities of Florence, Manning & Charleston and 90 miles of I-20 & I-95 for the South Carolina DOT.

5. SERVICES TO BE PROVIDED.

A. DEBRIS OPERATIONS PROJECT MANAGEMENT. C/G's management plan has evolved from our experience and record of successful management of disaster cleanup operations over the past thirty (30) years, disciplined planning, supervision and administration, quality personnel & equipment and is based on the following:

14 C/G Operational Priorities:

1. Immediate, competent damage assessment, along with daily damage reassessments and daily assignment of personnel and equipment.
2. Twenty-four (24) hour first wave mobilization of manpower and equipment.
3. Assistance and guidance in the preparation for the Joint Preliminary Damage Assessment (PDA) and the Project Worksheet(s).
4. Continuous, coordinated liaison with designated City personnel.
5. Accounting procedures and controls, with a verifiable audit trail, to ensure that all claims for State and FEMA and/or any other sources of public assistance reimbursement are properly filed and supported.
6. Hands on operational control.
7. Safety Compliance and Drug-Free Working Environment.
8. Disciplined Environmental Compliance.
9. Clean As You Go Policy for Quality Control.

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10. Community concerns and minimum infrastructure interference priorities.
 11. Rapid Complaint Response.
 12. Effectiveness and efficiency accountability.
 13. Orderly Demobilization Plan.
 14. Post operations evaluation and audit.
- B. SPECIALTY DEBRIS.** Crowder/Gulf's supervisory personnel are experienced in identifying and assessing potential problems imposed by specialty debris including hazardous materials and waste, biohazardous wastes, dead animals, and hazardous stumps. If removal and disposal is beyond the area of our expertise, we have subcontractors qualified and licensed to remove and dispose of any such materials.
- C. COMMUNITY RELATIONS.** We are well aware of the trauma and disruption of normal lifestyles that results from a natural disaster. Our personnel are thoroughly indoctrinated regarding our policy to always be caring, courteous, polite, and responsive to the needs of the citizens of the community. We have received a number of recommendations and testimonials from various governmental officials attesting to the success of our Community Relations Policy in communities we have served. Crowder/Gulf has personnel on staff that are experienced in the production of audio/visual presentations.
- D. COMMUNICATIONS.** Gulf Equipment is also a full service wireless communications contractor. We construct and install wireless, digital and analog systems for all the major communications carriers throughout the Southeast. Gulf has agreements with various communications carriers in the City of Ft. Lauderdale City area to provide technicians to ensure that local wireless communications are fully functional within 24 to 48 hours of an event.
- E. DEBRIS MANAGEMENT PLAN** Crowder/Gulf's Project Management Plan is divided into the following seven (7) components:
1. Initial Response
 2. Mobilization
 3. Daily Debris Removal Operations
 4. Debris Reduction
 5. Debris Recycling
 6. Quality Control
 7. Public Assistance Funding - Reporting and Reimbursement
- 1. INITIAL RESPONSE PLAN**
- A. EARLY EVALUATION OF DAMAGED AREA.** Experienced evaluators from the C/G Management Team will be deployed to the disaster area, stand-by until the disaster has passed, and then assist assessing the scope of the damage and in preparing a Request For Public Assistance and with project formulation. A FEMA trained person will be part of our management team and included in the evaluation process to assist the City in preparing the final Project Worksheet(s). The damaged area may be surveyed by land and/or air, via helicopter, depending on the degree and extent of the destruction. The number of evaluators will depend on the size and scope of the damage.
- B. TECHNICAL DISASTER RECOVERY ASSISTANCE.** C/G will provide, at no additional cost, a FEMA trained person to work with City and C/G personnel to assure that all steps are taken to meet State and FEMA guidelines to ensure timely Public Assistance funding reimbursement. This person will, as required, train, advise, and assist City personnel in all aspects of Disaster Program Management. In addition, our personnel will work, as required or requested, with the City after disaster cleanup is complete to help finalize State and FEMA paperwork.

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- C. **EARLY COMMUNICATION WITH LOCAL OFFICIALS.** C/G's Director of Operations (DO) will make initial contact with the City Representative assigned to the affected area. Prior to commencement of debris removal operations, County, City, utility companies, and other designated officials will be consulted, noting any special considerations, before any operational decisions are made.
- D. **MOBILIZATION OF MANPOWER AND EQUIPMENT.** C/G's Assistant Director of operations (ADO) will be responsible for the coordination of mobilization of C/G and subcontractor crews. C/G's Logistics Manager (LM) will coordinate mobilization of company-owned, rented, and subcontractor loading and hauling equipment to the affected area.
- E. **ON-SITE OFFICE AND LODGING.** C/G's Onsite Office manager (OOM) will set up an office, centrally located within the affected area, to serve as the administration and communication center for C/G's operations. Lodging facilities for all personnel will be secured at the closest available sites within the disaster area.

2. **MOBILIZATION PLAN**

- A. **PROJECT PARAMETERS.** Mobilization shall take place in accordance with the following:
- C/G will provide an advance team to the City Emergency Operations Center prior to hurricane landfall when the possibility of a disaster is forecast;
 - Marshal/stage personnel and equipment for rapid deployment into the City while protecting those assets from damage/destruction from the event;
 - Be fully operational for clearing debris to open emergency routes within 24 hours of initial notice to proceed;
 - Be fully operational for hauling, sorting, and storing of debris within 48 hours of initial notice to proceed;
 - Maintain full operational capability, 12 hours per day, 7 days per week for an extended period;
 - Rapidly adjust the flow of resources based on the extent and magnitude of damage/debris.

The mobilization of C/G personnel and assets shall commence when directed by the DO or ADO. The LM or the On Site Manager will institute assignment of personnel as directed by the LM.

After a briefing to key personnel and consultants of the current situation and anticipated action for the next 12 to 24 hours, loaders, transport drivers and equipment operators may/will be instructed as to what equipment to load for shipment by the LM and/or DRM.

- B. **KEY TASKS/FUNCTIONS.** The chart on the following page shows the key mobilization tasks, functions, and response times:

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MOBILIZATION KEY TASKS/FUNCTIONS

TASKS / FUNCTIONS	RESPONSIBLE PERSONNEL	TIME FRAME (from Notice to Proceed)
• Advance team to City/County Emergency Operations Center	DO, ADO	6 to 12 hours of initial request from City
• Activate Team Notification Procedures	DO, ADO, LM	Immediately
• Setup Mobile Communications Center	LM	6 to 12 hours
• Brief all Key Personnel on Status	DO, ADO, LM	6 to 12 hours
• Assess damage area for manpower and equipment requirements	DO, ADO, LM	12 hours
• Collaborate with client to identify and plan emergency clearance priorities, possible work site limitations and/or assessment of suspected hazardous materials	DO, ADO, SQCM	Within 24 hours
• Obtain required permits if applicable	ADO	Within 24 hours
• Set up on site – mobile command center/onsite office, & Storm Debris Hotline, staging area	LM, OOM	Within 24 hours
• Direct crews, subcontractors and equipment to pre-designated sections of City	DO, ADO, LM	Within 24 hours
• Begin first wave mobilization of manpower	ADO, LM, DRM	Within 24 hours
SPECIAL DEBRIS REMOVAL ACTIVITIES TASKS/FUNCTIONS		
• The identification of hazardous waste	SCC, CF, Crews	As Required
• The identification of recyclable materials for proper disposal	ADO, DRM	As Required
• Client changes in task completion date	ADO, DRM	As Soon As Possible
• Assess impact of approaching inclement weather	ADO, DRM	As Soon As Possible
• State/Federal directed increase in speed for critical debris removal	ADO, DRM	As Soon As Possible
DEMobilIZATION KEY TASKS/FUNCTIONS		
• Coordinate final inspection with client	DO, ADO	Upon completion of last pass
• Demobilization of crews, subcontractors and equipment	DO, ADO, LM, DRM	Upon completion of contract tasking
• Detailed, post-contract evaluation	DO, ADO, LM, SQCM, DRM, SFC	Within 1 month of contract completion and demobilization
• Revise Management Plan	ALL	As may be required
Legend		
DO - Director of Operations	SQCM - Safety/Quality Control Specialist	CF - Crew Foreman
ADO - Assistant Director of Ops	SFC - Subcontractor/Foreman Coordinator	DM - Dumpsite Manager
LM - Logistics Manager	DRM - Debris Reduction Manager	

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3. DAILY DEBRIS REMOVAL OPERATIONS PLAN

- A. **SECTIONALIZATION / CREW ASSIGNMENTS.** Upon award of contract, Crowder/Gulf will study the City's layout and pre-assign crews, subcontractors, and equipment to pre-designated zones. The C/G Management Team (DO, ADO, LM, SFC) will utilize the initial evaluation inspection of the damaged area and dispatch crews, subcontractors, and equipment to their pre-assigned zone(s).
- B. **DAILY COORDINATED ISSUE MANAGEMENT.** Daily meetings between Crew Foremen (CF), the Subcontractor Crew Foreman Coordinator (SFC), and the ADO, or designee, are required and will be conducted to discuss progress, potential and/or needed adjustments, changes, problems, concerns, accidents, and any other issues that need to be communicated to the DO. Response Plan adjustment decisions, to increase/decrease manpower and/or equipment, change work areas, and/or improve productivity and work quality, will be made by the DO based on daily evaluation reports from the ADO.
- C. **DAILY QUALITY REVIEWS.** C/G's Safety Quality Control Specialist (SQCM) will monitor ongoing progress, the quality of work being performed, any and all safety concerns, and any property damage.
- ✓ D. **ACCURATE RECORD KEEPING.** Load tickets and hours worked by crewmembers and equipment will be recorded daily by the OOM or designee, checked for accuracy, and entered into our computer. C/G uses forms that comply with and provide information required by FEMA, County and State officials and other Government entities. Upon request, C/G will provide any and all forms for review.
- E. **SAFETY IS PARAMOUNT.** C/G's SQCM will require and monitor strict adherence to all safety requirements, and daily reporting of any accidents and/or property damage. The SQCM will also be responsible for coordinating and conducting safety meetings with C/G's crewmembers and subcontractor personnel.
- F. **DRUG FREE WORKING ENVIRONMENT.** The SQCM will be responsible for monitoring and ensuring that all employees are drug free in accordance with our Company Policy.
- G. **TRUCK AND EQUIPMENT MAINTENANCE.** Good, well-maintained trucks and equipment are essential for efficient operations. C/G's crew foremen, subcontractor foremen, and the SFC will be responsible keeping all trucks and equipment in good working condition and prepared for each workday. A C/G mechanic will be on the job for troubleshooting and maintenance of equipment. Local mechanic shops will also be utilized.
- H. **TRAFFIC CONTROL.** C/G will use its best efforts to mitigate the impact of debris removal operations on local traffic. Sufficient signing, flagging, and barricading will be used to ensure the safety of vehicular and pedestrian traffic in all work areas. All work shall be done in conformity with all applicable Federal, State, local laws, regulations and ordinances.
- I. **DEBRIS REMOVAL CREWS.** In order to clear debris from all City roads and streets, Crowder/Gulf would proceed as follows:
1. Upon award of contract, Crowder/Gulf will study the City and divide it into sections. C/G will identify possible **Temporary Debris Staging and Reduction Sites (TDSDS)** and develop a site plan for each. The plan will be reviewed annually to assure the sites availability and identify any changing conditions that might affect the site.
 2. C/G will pre-assign a company or sub-contractor crew to each of the sections. Maps will be provided to each crew leader, so he can familiarize himself with the area in advance of a disaster.
 3. Each C/G crew or subcontractor will be, at a minimum, equipped with the following men and equipment:

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DEBRIS REMOVAL CREW

Manpower/Equipment Required	Task Responsibility	Number per Crew
Crew Foreman crew with experience in organizing and running crews & with previous work in disaster related jobs.	Provide on-site management of crew to ensure quality performance, safety, and maximum productivity.	1
Rubber-tire Loaders and/or Bobcat with Operator	Pull debris from curbs and consolidate at street intersections for loading.	3 to 4
Truck Loading Equipment & Operators. Truck loading equipment will be of the following types: A. Rubber tire articulated loader with debris rake & clamp. B. Knuckleboom with grapple. C. Rubber tire excavator. D. Track hoe with grapple	Load trucks with debris.	3
50 – 80 CY Dump Trucks with drivers	Haul debris to Temporary Debris Storage and Reduction Sites	15-20
Chain Saws & Experienced Operators	Reduce large trees and limbs to manageable size and trim debris hanging from loaded trucks.	2 - 3
Flagmen	Direct traffic flow and truck movement.	4 to 6
Laborers	Gather small debris that loaders are unable to grasp. Assist in tarping loaded trucks.	6 to 8

4. DEBRIS REDUCTION PLAN.

- A. **MOBILIZATION.** Within one (1) week of disaster, debris reduction equipment will be mobilized and operational at designated **Temporary Debris Staging and Reduction Sites (TDSRS)**. The manpower and number of burners, chippers, grinders, and other reduction equipment will be determined by the volume of debris produced by the particular disaster. The LM will work closely with the DM to mobilize the needed debris reduction equipment.
- B. **SITE PREPARATION AND INSPECTION.** C/G will thoroughly videotape and/or photograph each TDSRS, and collect and test environmental samples at each site prior to commencement of storage activity. Sites that are used for collection of ash, household hazardous wastes, fuels, and other materials that may contaminate soils or groundwater shall be lined. Perimeter berms shall be constructed to preclude and prevent runoff. No dumping activity will begin without prior approval of the City. The SQCM, in conjunction with City officials, will be responsible for inspection of dumpsite operations. Periodic additional videotaping or photographing and sampling will occur to document site evolution.
- C. **DEBRIS REDUCTION PLAN CHART.** The following chart of C/G's Debris Reduction Plan provides an overview and identifies both the management personnel responsible and the time frame within which each task shall be completed:

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DEBRIS REDUCTION PLAN

TASK	PERSONNEL RESPONSIBLE	TIME FRAME
• Requirements assessment of damaged area for TDSRS requirements	LM, DO, ADO	Within 24 hrs of disaster
• Develop dumpsite according to Management Plan, including road construction, erosion control, portable office and toilet facility.	DM, DF, NF	Within 48 hrs of disaster
• Construct observation platform to City Requirements	DM, DF, NF	Within 48 hrs of disaster
• Construct grinding, burn pit, ash storage, & hazardous waste storage areas.	DM, DF, NF	Within 48 hrs of disaster
• Determine the number of burners and chippers required per site	ADO, DM, LM	Within 48 hrs of disaster
• Ensure Hazardous Waste Plan in place.	ADO, DM	Within 48 hrs of disaster
• Begin construction of burn pits.	ADO, DM	Within 48 hrs of disaster
• Complete installation of burners.	ADO, DM	Within 4 to 6 days of disaster
• Secure permits and transport grinders to designated reduction areas.	DM, LM	Within 5 days of disaster
• Set up grinders.	DM	Within 5 to 6 days of disaster
• Maintain records of hours worked for operators, location worked, repairs, etc.	DM, DF, NF	Daily
• Ensure maintenance of burners & grinders.	DM, DF, NF	Daily
• Make dumpsite adjustments.	ADO, DM	Daily
• Provide daily operations reports to DO & City	ADO, DM	Daily
• Inspect dumpsite operations for safety & quality control monitoring	SQCM, CITY	Daily & periodically
• Handle hazardous waste.	Qualified sub-contractor approved by City, State, & Fed. Governments	As required
• Provide for demobilization of equipment.	DM, LM	Upon completion of disaster
Legend		
DO - Director of Operations	DM - Dumpsite Manager	DF - Day Foreman
ADO - Assistant Director of Ops	LM - Logistics Manager	NF - Night Foreman

- D. DEBRIS REDUCTION CREWS.** Upon award of contract, Crowder/Gulf will study the City's 2 publicly owned debris reduction sites and make recommendation for additional TDSRS if required and develop a site plan for each. The plan will be reviewed annually to assure the sites availability and identify any changing conditions that might affect the site. C/G anticipates having burn and chip sites combined. When this is possible, spotters, laborers, and foremen at the dumpsite will be the same for burning and chipping. One (1) grader will maintain roads, and the same tack hoes and bulldozers will be used to stockpile debris for burning and chipping operations. C/G's Basic Debris Reduction Crew per site is shown on the following chart:

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BASIC DEBRIS REDUCTION CREW

Manpower / Equipment	Task Responsibility	Number / Crew
Dumpsite Manager	Supervise set up and daily operations of debris reduction site.	1 / Site
Day Foreman	Monitor incoming trucks. Direct separation of materials. Supervise reduction crews.	1 / Site
Night Foreman	Supervise reduction crews.	1 / Site
Spotters	Monitor incoming debris type for designated areas.	2 - 4 / Site
Flagmen	Direct flow of incoming and outgoing trucks at site.	2 - 4 / Site
Burn Crew		
Technician / Mechanic	Initial set-up of burner. Assist starting of fires according to the Operator Manual. Daily maintenance of & care of burner & loader equipment.	1 / Site
Bulldozers and Track Hoe w/grapple - with Operators	Build burn pit according to Operations Manual. Clean ash from pits and pile in designated areas. Stockpile debris.	2 - 4 / Site
Road Grader with Operator	Maintain roads and site.	1 / Site
Front End Loaders with Operators	Supply debris to burn pit. Stockpile material.	1 - 2 / Burn Pit
Spotters	Ensure drivers dump loads in proper location.	1 - 2 / Site
Laborers	Police area and assist other workers at burn site.	2 - 4 / Site
Night Watchman	Monitors burn pits and secure site.	1 / Site
Manpower / Equipment	Task Responsibility	Number / Crew
Chipping Crew		
Grinder Operator	Fuel tub grinder and control grinder.	1 / Grinder
Bulldozers and Track Hoe w/grapple - with Operators	Stockpile debris & finished chips. Supply debris to grinder.	2 - 4 / Site
Road Grader with Operator	Maintain roads and site.	1 / Site
Front End Loaders with Operators	Supply debris to grinder. Stockpile material.	1 - 2 / Site
Spotters	Ensure drivers dump loads in proper location at grinder and stockpile.	1 - 2 / Site
Laborers	Police area and assist other workers at burn site.	2 - 4 / Site
Night Watchman	Monitor burn pits and secure site.	1 / Site
Recycling Crew		
Burn & Chipper Crew	Separate recyclable materials from incoming debris & move it to designated storage areas.	4 - 6 / Site
Spotters	Direct clean loads of recyclable material to storage areas.	1 - 2 / Site

- E. SITE RESTORATION.** Upon completion of debris reduction and removal operations, each TDSRS will be restored to its pre-disaster condition. Prior to site reclamation and restoration, environmental samples will be collected and tested to ensure no contamination exists.

PART II. TECHNICAL PROPOSAL

5. DEBRIS RECYCLING PLAN.

A. VEGATATIVE DEBRIS. The vast amount of vegetative debris produced by a natural disaster creates a real recycling challenge. In the past few years, vast amounts of chips have been produced following natural disasters with the hope they could be marketed as fuel chips. In reality, only a small percentage is marketable for fuel, which results in disposal and cost problems. Most chips usually end up burning from spontaneous combustion, rotting, or being used as low quality mulch or compost. C/G's plan is to improve this situation by understanding the debris stream and determining the best use for each product. We will make maximum use of organic materials by using a common sense approach, based on our many years experience in dealing with organic chips and other forestry products. Specifically, our plan involves the following:

1. Debris crews will be encouraged to cut tree trunks into eight (8') foot or longer lengths for delivery to dump site. Logs will be separated and marketed to pulp mills, saw mills, and/or veneer mills. Timber in the log form is always marketable, and depending on quality can be transported to market even if the markets are relatively far away.
2. Stumps usually have large quantities of dirt attached, which contributes to the low quality of fuel chips. All stumps will be ground or split and burned if burning is permitted.
3. Limbs, twigs, short blocks, and inferior logs will be ground or burned. To reduce contamination of chips with dirt, care will be taken to use rubber-tire loaders with rakes and track hoes with grapples.
4. Every effort will be made to market chips to organic fuels users in a wide area. Maximum haul distance will be determined by comparing chip market value to freight costs. Once a chip market is established, C/G will begin delivering chips immediately to prevent the buildup of massive chip piles that create a potential fire hazard in urban areas.
5. C/G has contacts with major paper mills, sugar mills, and other organic fuel users in the Southeast. Once C/G is awarded a contract, we will work to get tentative agreements with users who are in close proximity to City of Ft. Lauderdale City.
6. C/G will buy or lease land in a rural area(s) as close as possible to our chipping operations. Chips unfit for fuel or chips surplus to the fuel market will be piled on the property, mixed with ash from burning operations, and turned periodically to produce a quality marketable compost suitable for landscaping use or applications to farm land.

B. SALVAGE VALUE. We know from past disaster debris experience there is little or no salvage value from C&D and other non-vegetative materials.

PART II. TECHNICAL PROPOSAL

6. QUALITY CONTROL PLAN

- A. **C/G's Objective** is to evaluate and adjust work performance on a frequent and consistent basis in order to ensure that all tasks are conducted in the most efficient and effective manner. We have developed a Quality Control Plan that will monitor and make certain that all disaster debris removal and reduction work complies with the requirements of contract plans and specifications, and all applicable federal, county, state, and local laws, ordinances, and regulations.
- B. **C/G's Safety/Quality Control Specialist**, and/or designees, will be responsible for implementing and evaluating the Quality Control Program. The SQCM, or designee, will be available whenever work is performed in order to provide complete Quality Control Inspection coverage. The SQCM will be responsible only to the C/G Director for successful implementation of the Quality Control Program.
- C. **A "Clean As You Go" Policy** is the foundation of our Quality Control Plan and is communicated to all personnel. "Clean As You Go" is defined as doing the best job possible the first time so there will be no need to redo work. This philosophy is especially important due the emergency situation caused by the disaster and the need to restore the damaged areas as timely, efficiently, and effectively as possible. Any personnel not able or willing to abide by this policy, after reasonable training or retraining, will be terminated.
- D. **All crew members are expected to work as a team**, checking and supporting the efforts of all team members in the performance of their jobs. Crew foremen shall inspect all work on an ongoing basis and complete daily reports on the work and progress of their crews. All performance concerns will be addressed at the daily meeting of subcontractor/crew foremen and the SFC.
- E. **A Three-Phase Inspection Procedure** will be followed to effectively implement our Quality Control Plan. This procedure shall be based on the following guidelines:
1. **Preparatory Inspection** - This shall be completed prior to the commencement of any work under the Contract. Examples of items checked include:
 - A. Availability of adequate manpower, equipment and materials.
 - B. All required permits secured and in order.
 - C. Compliance verified for all City, State and Federal government regulations and requirements.
 - D. Safety review.
 - E. Vital Information Packet (available upon request).
 2. **Initial Inspection** - This will be performed as soon as work commences for any task order. This inspection will check for quality of workmanship and compliance with contract requirements.
 3. **Follow-Up Inspections** - For each Task Order received, inspections will be performed with enough frequency to ensure continuing quality of workmanship and to ensure compliance with contract requirements until completion of task. Follow-up inspections may be daily, routine, or scheduled as needed, depending on the level of effort required. Upon completion of a Task Order and follow-up inspection, a brief evaluation of the job, that will include a summary of problems, deficiencies, etc., and methods of resolution, will be prepared and provided to City personnel.
- F. **A Vital Role** will be played by the Subcontractor / Crew Foreman Coordinator, subcontractors, and C/G Crew Foremen in the daily Quality Control Inspection process. Management personnel will be immediately available through communication by radio and/or cellular phone, and daily safety, evaluation and adjustment meetings will be conducted to ensure successful implementation of our three-phase Quality Control Plan.

Crowder / Gulf Joint Venture

CITY OF FT. LAUDERDALE EMERGENCY DEBRIS MANAGEMENT – RFP#12-8397

PART II. TECHNICAL PROPOSAL

- G. All Unscheduled Jobs**, (i.e., emergency repairs) will be thoroughly inspected and accurate records maintained. SQCM's and SFC will coordinate and closely monitor all unscheduled work.
- H. An Evaluation of the Total Debris and Reduction Process** will be conducted by C/G upon completion of the contract to critique the job for the purpose of making improvements for projected work in the future. Feedback regarding C/G operations will be solicited from City, County and other officials, subcontractors, C/G personnel, residents and any other individuals identified as valid sources of evaluation information. An executive summary of the evaluation results will be provided for both the City and Crowder/Gulf.
- I. C/G's Quality Control Plan** is shown in summary form as follows:

QUALITY CONTROL PLAN

TASK	WORK MONITORING		DOCUMENTATION	
	WHEN	BY WHOM	HOW	RECEIVED BY
Safety Plan enforced	Ongoing	CF, SFC, SQCM	Daily Report	DO & CITY
Onsite inspection of debris removal	Ongoing & Daily	CR & CREW	Daily Report	SFC
Meetings to address performance issues	Daily	CF & SFC	Daily Report	ADO
Regular performance and progress inspections	Daily	SQCM	Daily Report	ADO & CITY
Contractor performance evaluation	Weekly	CITY	Verbal Feedback	CF
Corrective action for deficiencies	Weekly	CF & SFC	Weekly Report	SQCM & SFC
Personal property damage report	Daily	CF	Daily Report	SQCM & SFC
Evaluation of personal damage settlement	As needed	CF & SQCM	Evaluation Report & Release Form	ADO
TASK	WORK MONITORING		DOCUMENTATION	
	WHEN	BY WHOM	HOW	RECEIVED BY
Dumpsite inspection	Daily	DM	Daily Report	SQCM
Dumpsite inspection	Weekly	SQCM	Weekly Report	ADO & CITY
Corrective action for deficiencies	Weekly	SQCM	Weekly Report	ADO & CITY
Dumpsite adjustments	As needed	DM	Daily report	SQCM & CITY
Monitor for adequate personnel & equipment	Daily	DM	Daily Report	DO & ADO
Legend				
DO - Director of Operations SQCM - Safety/Quality Control Specialist CF - Crew Foreman				
ADO - Assistant Director of Ops SFC - Subcontractor/Foreman Coordinator DM - Dumpsite Manager				

Crowder / Gulf Joint Venture

CITY OF FT. LAUDERDALE EMERGENCY DEBRIS MANAGEMENT – RFP#12-8397

PART II. TECHNICAL PROPOSAL

7. PUBLIC ASSISTANCE FUNDING – ACCOUNTING, REPORTING & REIMBURSEMENT

- A. **BACKGROUND.** Crowder/Gulf's Management Team has extensive experience with planning for and responding to natural disasters, managing debris removal efforts, removing and recycling debris, and rebuilding storm damaged areas. We have established solid working relationships with the key disaster response agencies including the Federal Emergency Management Agency (FEMA) and the U.S. Army Corps of Engineers (COE). **C/G has successfully completed all of its prior disaster recovery contracts without dispute.**

Crowder/Gulf normally handles FEMA/State reporting and compliance bookkeeping in house. As stated previously, we have an agreement with Disaster Response Technologies, Inc., (DRT) to provide pre- and post-disaster, incident response, and contract compliance planning and training services.

- DRT, in conjunction with C/G, will provide training, consultation, and ongoing support to the City until all Public Assistance funds are received.

- B. **ACCOUNTING AND FINANCIAL MANAGEMENT.** Financial accountability is maintained throughout the contract process using a system of checks and balances that is tied directly to the capacity load tickets for each truckload of debris hauled by C/G. The City representative inspects each loaded truck, records information and initials ticket. City inspector keeps one copy and gives remaining copies to trucker. The remaining tickets are distributed after truck capacity inspection at dumpsite by second City Inspector. Dumpsite City inspector keeps a copy and the trucker keeps two copies, one he gives to the subcontractor and the second he gives to C/G's LM or designee.

Key features of our data and accounting system are as follows:

- Customized Microsoft Access Database to track and account for City-issued load tickets. The database allows us to keep accurate statistical information and provide an easy audit trail. To ensure accuracy of data input from load tickets, designated office personnel count and total quantities from load tickets on a daily basis.
- Peachtree Accounting Software for all accounting, invoicing, and payments. The on-site office is self-sufficient with backup from both Crowder and Gulf home offices on an as needed basis.

- C. **PROGRAM MANAGEMENT ASSISTANCE.** Crowder/Gulf shall provide the following specific services to the City:

1. **PRE-DISASTER PLANNING.** Upon award of a contract, C/G and DRT will conduct training and/or briefing sessions for appointed or elected official of the City to ensure that there is a complete understanding of the Public Assistance Program process and requirements for the recovery of Public Assistance funds. As part of this process, C/G will specifically provide:

- a. **TRAINING.** C/G will train City personnel in the following:

1. Identification of items eligible for reimbursement.
2. Preparation of Project Worksheet.
3. Orientation and training of Department/Division Heads on requirements for quality and quality of required documentation.

- b. **DOCUMENTATION.**

1. Review record system for applicability to State and Federal requirements.
2. C/G will assist the City in the preparation of a Recovery Process Documentation Plan.
3. Assist in selection of designated City documentation person(s) and provide detailed orientation and training.

Crowder / Gulf Joint Venture

CITY OF FT. LAUDERDALE EMERGENCY DEBRIS MANAGEMENT – RFP#12-8397

PART II. TECHNICAL PROPOSAL

2. **PROJECT WORKSHEET (PW).** C/G will train, advise, and assist City personnel in the following:
 - a. **PW REQUESTS.**
 1. Identification of items eligible for reimbursement.
 2. Submission of official requests for PW inspection.
 3. At the City's request, accompany and assist the City in assessing and preparing Project Worksheet(s) for submittal to State and Federal agencies.
 4. Review of PW for accurate scope of work.
 5. Review for accurate unit costs
 - b. **DOCUMENTATION.**
 1. Maintenance of documentation recovery process.
 2. Preparation of claim documentation.
 3. Review documentation for accuracy and quality.
 - c. **CONTRACT OVERSIGHT.**
 1. Recommendations on need to contract for project management for projects requiring intense oversight.
 2. PW tracking through State and Federal process.
 3. Written and oral status reports to governmental officials.
 - d. **CONSULTATION AND NEGOTIATION.**
 1. Recommendations on plans of action.
 2. Recommendations on need to contract for or utilize force account labor.
 3. Guidance on issues involving State and Federal reimbursement.
 4. Assist City officials in negotiations with Federal and State personnel.
3. **POST-RECOVERY SUPPORT.** C/G and DRT personnel will work with the City during the post-cleanup phase to ensure the reimbursement of all eligible Public Assistance funds, providing assistance to the City in all matters relating to the Public Assistance Program through project closeout, the last step in the process. Specific services will be as follows:
 - a. Provide all records, disposal tickets, field inspection reports, and other data required to provide substantiation for Federal (FEMA, FHWA, etc.) and State reimbursement applications.
 - b. Review all reimbursement applications prepared by the City prior to submittal for sufficiency in meeting the reimbursement requirements of the State and Federal applicable agencies and notify the City of any recommended changes, corrections, alterations, or deletions.
 - c. At the request and direction of the City, provide assistance in responding to State and/or Federal agencies' requests for additional information.

PART III. QUESTIONNAIRE**1. PRIOR EXPERIENCE.****A. KEY PERSONNEL.**

John Ramsay – Director of Operations (DO). Some of his key responsibilities include:

1. Single Point of Contact (SPOC) for the City's elected and/or appointed officials.
2. Assess damage, estimate manpower requirements, activate mobilization plan.
3. Meet with City representative(s) for evaluation and prioritizing the City's needs and sectionalization of work areas.
4. Determine & communicate personnel job assignments, make decisions to call in additional manpower and equipment.
5. Communicate daily progress to City officials.
6. Communicate daily with Crowder/Gulf Management Team in order to make decisions to and/or reassign crews if requested by City and/or as needed for the most efficient clean-up.
7. Continually evaluate the restoration progress and make needed adjustments.
8. Keep open line of communication with management team and be available seven days a week during working hours (10 to 12 hour days) for decision-making, communication and coordination of total project.
9. Coordinate demobilization of manpower & equipment as areas are restored.

Bud Rich – Assistant Director of Operations (ADO). Some of his primary responsibilities are:

1. Assist the DO with assessing damages, estimating manpower requirements, and activating initial response and/or the mobilization plan(s).
2. Locate staging and/or reduction areas plus possible disposal sites.
3. Identify and coordinate segregation and correct disposal of hazardous waste plus the proper disposal of recyclable materials.
4. Maintain daily communication with the staging, reduction and/or disposal site managers to assist in decision-making to ensure safe, efficient operations at all such locations.

Everett Ellis – Logistics Manager (LM). As the C/G Logistics Manager his key responsibilities are:

1. Coordinate initial deployment of personnel and equipment to include subcontractors and rental equipment.
2. Contact local employment agency for additional labor and/or office personnel as needed.
3. Secure cell phone and/or radios for C/G crew foremen and other key contact personnel to ensure locally based communications between all major functional units/crews.
4. Maintain accurate records on all subcontractors employed by C/G to include insurance certificates, signed contracts, tax ID numbers and all other information as may be required of the local government or external funding agencies.
5. Collect, compile and maintain all debris project files to include daily work hours for all crew members and equipment usage hours, trailer measurement forms, daily debris load tickets and all other supporting documentation and reports related to the debris operation.
6. Report progress of crews to DO and ADO plus any client representative upon request.

William Wright – Safety/Quality Control Manager (SQCM). A partial listing of his C/G responsibilities include:

2. Implement Safety Plan and certify compliance with all local, state and federal requirements.
3. Communicate with crew foremen/subcontractors to verify Safety Plan is being fully implemented.
4. Collate, complete and distribute local information for Vital Information Packet to foremen/subcontractors for signature upon receipt.
5. Provide regular assessment of completed work of all crews to evaluate the work quality and safety of all field functions.
6. Work with foremen and supervisors to identify and resolve any unsatisfactory performance and/or related problems.
7. Investigate all property damage caused by C/G and/or its subcontractors to ensure appropriate correction to the satisfaction of the local government and/or property owner.

PART III. QUESTIONNAIRE

8. Assure the safe installation and compliance of all temporary structures or work sites used by C/G.

Eric Hall – Debris Reduction Manager (DM). Some of his prime responsibilities are:

1. Coordinate activities of day and night foremen at reduction site(s).
2. Develop reduction site(s) management plan and build site to conform to contract specifications.
3. Supervise construction of reduction site(s) inspection platforms to contract specifications and/or the standards set by the SQCM.
4. Hold weekly (or as required) tailgate safety meetings with all reduction site(s) personnel.
5. Coordinate with ADO for segregation and appropriate reduction/disposal of hazardous waster per applicable environmental laws.

Tom Credle – President, DISASTER RESPONSE TECHNOLOGIES, INC. (DRT) – (FEMA Public Assistance Program). Mr. Credle's primary responsibilities as a C/G Consultant are:

1. Oversight and monitoring of debris operation to ensure contract compliance and to meet the eligibility criteria for the FEMA Public Assistance Program.
2. Offer guidance and assistance to C/G's DO and ADO on matters relating to the conduct, compliance and eligibility of debris operations.
3. Provide C/G's clients with program guidance and assist with special circumstances and/or any appeals regarding all categories of Public Assistance.
4. Direct, review and approve written guidance and assistance provided by DRT Team Members.

- B. BUSINESS HISTORY.** Crowder/Gulf Joint Venture (C/G) is comprised of two companies, the first of which is Crowder Excavating and Land Clearing Company; a General Contractor registered in the State of Florida. This company has been in business since 1965 and is headquartered in Tallahassee, Florida. The second company in this joint venture is Gulf Equipment Corporation and is registered in the States of Alabama and Florida. This corporation has been in existence as Gulf Equipment since 1983, but its key personnel have contracting experience dating back to 1969. Crowder and Gulf have worked jointly on various disaster related projects for the past seven years. The combined number of C/G employees available is approximately 300. The annual dollar value of contracted work is in excess of 35 million dollars. When working as a joint venture, one company assumes primary management responsibility, while the other provides full-time support for the debris contract or storm services. Gulf Equipment is also licensed in six additional southeastern states. C/G will obtain all required state or local licenses and/or work permits to conduct debris operations for any awarded contract.

C/G maintains all required insurances such as General Liability, Personal Injury, Workers Compensation, Automobile/Equipment Liability, as well as Maritime Insurance. Essex Insurance of Tallahassee, Florida and Grey Insurance Company of Metairie, Louisiana provides these insurance coverages.

C/G is an Equal Opportunity Employer and is a participant in the national drug free work place program. C/G has a policy that prohibits drug distribution, possession or use while in the employment of C/G. This policy applies to all subcontractors and/or consultants that support or assist the joint venture in any work conducted by C/G. Employee training, counseling and/or employee assistance programs bolster the C/G drug free policy.

In mid-year of 2000, C/G adopted a written Code of Business Ethics that applies to all employees with special responsibilities on Foremen, Supervisors and Managers. The ethics program is in four parts: 1) The Ethic Logic; 2) Ethical Standards; 3) Ethics Policy; and 4) Ethics Training. The policy and standards are equally weighted on employees, contractors, subcontractors and consultants. Our ethics plan is available upon request.

PART III. QUESTIONNAIRE**2. REFERENCES.**

- 1. Project Title:** Hurricane Floyd Debris Removal & Reduction
Client: City of Rocky Mount
P.O. Box 1180
Rocky Mount, NC 27802-1180
Client: Douglas S. Roberson, Jr., Dir. Of Public Works - (252) 972-1299
Project Term: 8 months - \$/cu yd basis
Period: 9/99 - 5/00
Estimated Fee: \$2,800,000
Project: Manage, survey, collect, separate, reduce and recycle vegetative and C&D debris
- 2. Project Title:** Hurricane Floyd Debris Removal & Reduction
Client: City of Wilson, NC
P.O. Box 10
Wilson, NC 27894-0010
Contact: Deborah Boyette, Asst. Director Public Services/Administration - (252) 399-2461
Project Term: 6 months - \$/cu yd basis
Period: 9/99 - 3/00
Estimated Fee: \$1,300,000
Project: Manage, survey, collect, separate, reduce and recycle vegetative and C&D debris
- 3. Project Title:** Hurricane Floyd Debris Removal, Reduction, & Demolition
Client: Edgecombe County, NC & Princeville, NC
201 St. Andrew St.
Tarboro, NC 27886
Contact: Mr. Joe Durham, County Manager or Ms. Jetta Baker (Assistant) - (252) 641-7834
Project Term: 1 Year; Demolition of hazardous mitigation homes – on going
Period: 1999 - Present
Estimated Fee: \$5,500,000
Project: Manage, survey, collect, and reduce vegetative and C&D debris; demolition of approximately 600 flood damaged homes; and demolition of approximately 200 homes under FEMA 404 Hazard Mitigation Program.
- 4. Project Title:** Hurricane Fran Debris Removal & Reduction
Client: U.S. Army Corps of Engineers, Wilmington District
123 Freedomway
LaGrange, GA 30240
Contact: H. R. "Bo" Ansley - (706) 645-2937
Project Term: 6 months
Period: 1996
Estimated Fee: \$2,400,000
Project: Manage, survey, collect, and reduce vegetative debris in 20 counties in North Carolina
- 5. Project Title:** Hurricane Opal Debris Removal
Client: City of Panama City
P. O Box 1880
Panama City, 32402
Contact: Joe Villadsen, Public Works Director – (850) 872-3171
Project Term: 3 months
Period: 1995
Estimated Fee: \$2,000,000
Project: Manage, survey, and remove vegetative debris.

PART III. QUESTIONNAIRE

3. LAWSUITS.

- A. List all pending lawsuits which are concerned directly with the staff or part of your organization proposed for the contract.

None.

- B. List all judgments from lawsuits in the last 5 years which are concerned directly with the staff or part of your organization proposed for the contract.

None.

4. FINANCIAL INFORMATION.



ARTHUR ANDERSEN

JIMMIE CROWDER EXCAVATING AND LAND CLEARING, INC.

FINANCIAL STATEMENTS
AS OF SEPTEMBER 30, 2000,
TOGETHER WITH REPORT OF INDEPENDENT
CERTIFIED PUBLIC ACCOUNTANTS



ARTHUR ANDERSEN

Report of Independent Certified Public Accountants

To the Stockholders of
Jimmie Crowder Excavating and Land Clearing, Inc.:

We have audited the accompanying balance sheet of Jimmie Crowder Excavating and Land Clearing, Inc. (a Florida corporation) as of September 30, 2000, and the related statements of income and retained earnings and cash flows for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Jimmie Crowder Excavating and Land Clearing, Inc. as of September 30, 2000, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States.

Arthur Andersen LLP

Tampa, Florida,
December 1, 2000

JIMMIE CROWDER EXCAVATING AND LAND CLEARING, INC.

BALANCE SHEET -- SEPTEMBER 30, 2000

ASSETS

CURRENT ASSETS:

Cash and temporary cash investments	\$ 1,399,559
Certificates of deposit	50,000
Accounts receivable, less allowance of \$115,032 for doubtful accounts (Note 2)	2,250,972
Costs and estimated earnings in excess of billings on uncompleted contracts (Note 4)	172,411
Materials, parts and fuel inventory, at cost	222,674
Prepaid expenses	213,024
Total current assets	<u>4,308,640</u>

PROPERTY AND EQUIPMENT, at cost:

Land	1,303,530
Sand resources	484,830
Equipment and vehicles	11,704,028
Building and improvements	912,008
	<u>14,404,396</u>
Less- Accumulated depreciation and depletion	<u>(9,876,778)</u>
Property and equipment, net	<u>4,527,618</u>

OTHER ASSETS:

Cash surrender value of life insurance	321,180
Receivables from related parties (Note 3)	882,310
Other assets	29,126
Total other assets	<u>1,232,616</u>
Total assets	<u>\$10,068,874</u>

JIMMIE CROWDER EXCAVATING AND LAND CLEARING, INC.

BALANCE SHEET -- SEPTEMBER 30, 2000

(continued)

LIABILITIES AND STOCKHOLDERS' EQUITY

CURRENT LIABILITIES:

Accounts payable	\$ 976,525
Accrued liabilities	548,700
Billings in excess of costs and estimated earnings on uncompleted contracts (Note 4)	236,663
Current maturities of long-term debt (Note 6)	791,080
Total current liabilities	<u>2,552,968</u>

LONG-TERM DEBT, less current maturities (Note 6)	<u>2,513,652</u>
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COMMITMENTS AND CONTINGENCIES (Note 7)

STOCKHOLDERS' EQUITY:

Common stock, \$0.75 par value; 1,000,000 shares authorized, 1,000,000 shares issued and outstanding	750,000
Retained earnings	<u>4,252,254</u>
Total stockholders' equity	<u>5,002,254</u>
Total liabilities and stockholders' equity	<u>\$10,068,874</u>

The accompanying notes are an integral part of this balance sheet.

JIMMIE CROWDER EXCAVATING AND LAND CLEARING, INC.

STATEMENT OF INCOME AND RETAINED EARNINGS

FOR THE YEAR ENDED SEPTEMBER 30, 2000

REVENUES:

Contracts	\$11,200,753
Grinding, hauling, and sales of sand and gravel	8,442,220
Interest and other	814,033
Total revenues	<u>20,457,006</u>

EXPENSES:

Direct contract costs	5,389,520
Salaries, wages and benefits	6,590,355
Truck and equipment repairs	1,441,284
Materials and supplies	1,876,499
Indirect operating expenses	645,283
Rent expense	828,361
Depreciation, depletion and amortization	1,066,400
General insurance	971,972
Interest expense	293,529
Total expenses	<u>19,103,203</u>

NET INCOME	<u>\$ 1,353,803</u>
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RETAINED EARNINGS, beginning of year	\$ 3,748,451
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DISTRIBUTIONS TO STOCKHOLDERS	<u>(850,000)</u>
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RETAINED EARNINGS, end of year	<u>\$ 4,252,254</u>
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The accompanying notes are an integral part of this statement.

JIMMIE CROWDER EXCAVATING AND LAND CLEARING, INC.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED SEPTEMBER 30, 2000

CASH FLOWS FROM OPERATING ACTIVITIES:

Net income	\$1,353,803
Adjustments to reconcile net income to net cash provided by operating activities-	
Depreciation, depletion and amortization	1,066,400
Net gain on sale of property and equipment	(658,936)
Cash flows from decrease (increase) in assets (liabilities)-	
Accounts receivable, net	1,440,748
Materials, parts and fuel inventory	29,595
Prepaid expenses	864
Accounts payable	(103,283)
Accrued liabilities	46,932
Billings in excess of costs and estimated earnings on uncompleted contracts, net	(443,513)
Net cash provided by operating activities	<u>2,732,610</u>

CASH FLOWS FROM INVESTING ACTIVITIES:

Purchases of property and equipment	(912,284)
Proceeds from sale of property and equipment	948,164
Increase in cash surrender value of life insurance	(17,227)
Increase in receivables from related parties	(67,060)
Net cash used in investing activities	<u>(48,407)</u>

CASH FLOWS FROM FINANCING ACTIVITIES:

Distributions to stockholders	(850,000)
Net payments of long-term debt	(1,028,412)
Net payments on notes payable	(279,831)
Net cash used in financing activities	<u>(2,158,243)</u>

NET INCREASE IN CASH AND TEMPORARY CASH INVESTMENTS 525,960

CASH AND TEMPORARY CASH INVESTMENTS, beginning of year 873,599

CASH AND TEMPORARY CASH INVESTMENTS, end of year \$1,399,559

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:

Cash paid for interest \$ 281,871

The accompanying notes are an integral part of this statement.

NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2000

1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Operations and Organization

Jimmie Crowder Excavating and Land Clearing, Inc. (the Company) is engaged in the excavation, clearing and paving of land, primarily in the North Florida region. The Company is also engaged in the grinding of assorted materials, including tires, wood and debris, which are then sold for use as filler, fuel and mulch. Additionally, the Company owns and operates a sand mine and is under contract to provide dump truck hauling services for various other mines in the area. The work is performed under fixed-price or hourly-rate contracts. The length of the Company's contracts varies but is typically less than one year.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Revenue and Cost Recognition

Revenues from fixed-price contracts are recognized using the percentage-of-completion method, measured by the percentage of cost incurred to date to the total estimated contract cost. Revenues on hourly-rate contracts are recognized as earned.

Contract costs include direct material and labor costs and those indirect costs related to contract performance, such as indirect labor, supplies, tools and repairs. General and administrative costs are charged to expense as incurred. Provisions for estimated losses on uncompleted contracts are made in the period in which such losses are determined.

The asset, "Costs and estimated earnings in excess of billings on uncompleted contracts," represents revenues recognized in excess of amounts billed. The liability, "Billings in excess of costs and estimated earnings on uncompleted contracts," represents billings in excess of revenues recognized.

Property and Equipment

Depreciation expense for the year is \$1,022,095 and is calculated using the straight-line method over the estimated useful lives of the assets. The estimated useful lives used in computing depreciation are as follows:

	<u>Years</u>
Equipment and vehicles	3-15
Building and improvements	10-20

NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2000

The costs of repairs and maintenance are charged to expense as incurred and the costs of renewals and betterments are capitalized.

Sand resources are stated at cost. Depletion is charged to operations based on the number of units of sand mined during the year. Total estimated units of sand originally available for depletion were 4,400,000 tons. As of September 30, 2000, approximately 3,469,500 tons remained.

Profit Sharing Plan

The Company has a profit sharing plan (the Plan) covering substantially all employees. Contributions are discretionary and are established by a stockholder of the Company. The Company has provided for a contribution to the Plan of \$200,000 during fiscal year 2000.

Statement of Cash Flows

The Company considers all temporary cash investments purchased with an original maturity of three months or less to be cash equivalents. Certificates of deposit with maturity dates greater than three months are separately stated in the accompanying balance sheet. Certificates of deposit of \$50,000 are restricted for use in paying self-insurance claims.

Income Taxes

The Company has elected to be taxed under the provisions of Subchapter S of the Internal Revenue Code. Accordingly, the accompanying statements do not provide for income taxes. As an S corporation, the Company's taxable income will pass through to, and related income taxes will be paid by, the stockholders. The tax return and the amount of taxable income are subject to examination by federal and state taxing authorities. If such examinations result in changes to taxable income, the tax liability of the stockholders could change accordingly.

2 ACCOUNTS RECEIVABLE

As of September 30, 2000, accounts receivable consisted of the following:

	<u>Amount</u>
Trade accounts and contract receivables, net	\$1,993,890
Retainages on contracts	257,082
	<u>\$2,250,972</u>

NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2000**3 RELATED-PARTY TRANSACTIONS**

The receivables from related parties consisted of unsecured advances to the Company's stockholders. The advances do not bear interest, and there are no stated due dates for the repayment of the advances.

4 COSTS AND ESTIMATED EARNINGS ON UNCOMPLETED CONTRACTS

As of September 30, 2000, costs and estimated earnings on uncompleted contracts consisted of the following:

	<u>Amount</u>
Costs incurred on uncompleted contracts	\$ 9,370,704
Estimated earnings	<u>3,498,235</u>
	12,868,939
Less- Billings to date	<u>(12,933,191)</u>
	<u>\$ (64,252)</u>

The above are included in the accompanying balance sheet under the following captions:

	<u>Amount</u>
Costs and estimated earnings in excess of billings on uncompleted contracts	\$172,411
Billings in excess of costs and estimated earnings on uncompleted contracts	<u>(236,663)</u>
	<u>\$ (64,252)</u>

5 NOTES PAYABLE

During July 2000, the Company executed an unsecured line of credit agreement with Bank of America. This agreement provides for up to \$2,000,000 in borrowings, with interest payable monthly at the LIBOR rate plus an indexing factor linked to compensating balances. The majority stockholder has provided a collection guarantee under the line of credit. The agreement specifies that the Company must comply with certain financial covenants. There were no outstanding borrowings against the line as of September 30, 2000.

NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2000

6 LONG-TERM DEBT

As of September 30, 2000, long-term debt consisted of the following:

	<u>Amount</u>
Promissory note payable, interest at 8.0%, principal and interest payable monthly and all remaining unpaid principal and interest due January 1, 2009, collateralized by real estate	\$ 456,381
Promissory notes payable, interest at rates ranging from 7.5% to 8.5%, principal and interest payable monthly through 2004, collateralized by trucks and various equipment	1,807,913
Promissory notes payable, interest at rates ranging from 6.5% to 8.78%, principal and interest payable monthly through 2009, collateralized by various equipment and real estate	1,007,770
Promissory note payable, interest at 4.89%, principal and interest payable monthly through January 5, 2004, collateralized by various equipment	32,668
	<u>3,304,732</u>
Less- Current portion	(791,080)
	<u><u>\$2,513,652</u></u>

The long-term debt is scheduled to mature as follows:

<u>Year Ending September 30,</u>	<u>Amount</u>
2001	\$ 791,080
2002	572,933
2003	595,163
2004	604,300
2005	150,221
Thereafter	591,035
	<u><u>\$3,304,732</u></u>

NOTES TO FINANCIAL STATEMENTS
SEPTEMBER 30, 2000**7 COMMITMENTS AND CONTINGENCIES****Operating Leases**

The Company leases certain equipment under operating leases. Rent expense for all leased equipment for the year ended September 30, 2000, was \$1,882,340. The future minimum lease payments under non-cancelable operating leases are as follows:

<u>Year Ending September 30,</u>	<u>Amount</u>
2001	\$ 650,738
2002	650,738
2003	650,738
2004	628,386
2005	422,795
	<u>\$3,003,395</u>

Self-insurance

As part of its risk management strategies, the Company is self-insured up to certain amounts for workers' compensation. Self-insurance accruals are based on claims filed and an estimate for claims incurred but not reported. Risk retention is determined based on savings from insurance premium reductions, and, in the opinion of management, does not result in unusual loss exposure relative to other companies in the industry.

GULF EQUIPMENT CORPORATION
REVIEWED FINANCIAL STATEMENTS

SEPTEMBER 30, 1999 AND 1998

S. F. PARKER & CO, P. C.
CERTIFIED PUBLIC ACCOUNTANTS

GULF EQUIPMENT CORPORATION

SEPTEMBER 30, 1999 AND 1998

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S. F. PARKER & CO., P.C.
CERTIFIED PUBLIC ACCOUNTANTS

Post Office Drawer 1210, Foley, Alabama 36536
Telephone (334) 943-8571 Mobile No. (334) 432-0226
Fax No. (334) 943-1415

Leslie T. Fickling
Rucker T. Taylor, III
Kevin J. Lesser

ACCOUNTANTS' REPORT

Samuel F. Parker

Michael P. Elder, CPA, MBA
Diane M. Porter, CPA, JD
Cheryl H. Fulton, CPA
Michelle N. Bostrom, CPA

December 13, 1999

Gulf Equipment Corporation
Grand Bay, Alabama

We have reviewed the accompanying balance sheet of Gulf Equipment Corporation as of September 30, 1999 and 1998, and the related statements of income and retained earnings and cash flows for the years then ended, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. All information in these financial statements is the representation of the management of Gulf Equipment Corporation.

A review consists principally of inquiries of Company personnel and analytical procedures applied to financial data. It is substantially less in scope than an audit in accordance with generally accepted auditing standards, the objective of which is the expression of an opinion regarding the financial statements taken as a whole. Accordingly, we do not express such an opinion.

Based on our review, with the exception of the matters described in the following paragraph, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in conformity with generally accepted accounting principles.

As disclosed in Note 2 to the Financial Statements, generally accepted accounting principles require that depreciation of property, plant and equipment be determined in a manner that rationally allocates the cost of an asset over its estimated useful life with reasonable salvage value considered. Management has informed us that depreciation is computed using income tax based lives, no provision for salvage value, and accelerated methods including IRC Section 179 direct writeoffs whenever possible. The effects of this departure from generally accepted accounting principles on financial position, results of operations, and cash flows have not been determined.

S. F. Parker & Co., P.C.

Certified Public Accountants

MEMBER:
American Institute of Certified Public Accountants
AICPA Division of CPA Firms
Alabama Society of Certified Public Accountants

GULF EQUIPMENT CORPORATION

BALANCE SHEETS

SEPTEMBER 30, 1999 AND 1998

ASSETS

	1999	1998
CURRENT ASSETS		
Cash	\$ 892,651	\$ 598,096
Short term investments	549,370	271,311
Receivables		
Trade accounts	990,319	524,726
Advances to subcontractors	40,000	70,000
Employee advances	23,974	14,267
	<u>1,054,293</u>	<u>608,993</u>
Prepaid expenses and deposits	6,476	5,568
Total current assets	<u>2,502,790</u>	<u>1,483,968</u>
PROPERTY AND EQUIPMENT		
Land	13,000	13,000
Office buildings	116,436	116,436
Office equipment	79,964	66,994
Construction equipment	608,183	571,982
Trucks	603,363	448,195
Total property and equipment	1,420,946	1,216,607
Accumulated depreciation	<u>(761,224)</u>	<u>(568,883)</u>
Total property and equipment - net	<u>659,722</u>	<u>647,724</u>
OTHER ASSETS		
Shareholder loan	392,440	480,005
Non current loans and advances	3,000	6,200
Security deposits	23,057	23,508
Condominium unit:		
Land	22,723	22,723
Building	128,767	128,767
Furnishings	14,688	14,688
Accumulated depreciation	<u>(23,550)</u>	<u>(18,150)</u>
Total other assets	<u>561,125</u>	<u>657,741</u>
TOTAL ASSETS	<u>\$3,723,637</u>	<u>\$2,789,433</u>

See accompanying notes and accountants' report.

LIABILITIES AND SHAREHOLDERS' EQUITY

	<u>1999</u>	<u>1998</u>
CURRENT LIABILITIES		
Accounts payable trade	\$1,487,852	\$1,071,496
Accrued expenses payable		
Wages and bonuses	50,000	50,000
Payroll taxes	32,952	85,451
Corporate income taxes	154,402	53,630
Current portion of notes payable		
Clark Credit Company	-	6,850
Associates Leasing, Inc,	45,390	47,884
Total current liabilities	<u>1,770,596</u>	<u>1,315,311</u>
OTHER LIABILITIES		
Non-current portion of notes payable		
Clark Credit Company	-	5,737
Associates Leasing, Inc	-	45,548
Total other liabilities	<u>-</u>	<u>51,285</u>
Total liabilities	<u>1,770,596</u>	<u>1,366,596</u>
SHAREHOLDERS' EQUITY		
Capital stock, par value \$100, authorized 50 shares, 30 shares issued and outstanding	3,000	3,000
Retained earnings	1,950,041	1,419,837
Total shareholders' equity	<u>1,953,041</u>	<u>1,422,837</u>
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	<u>\$3,723,637</u>	<u>\$2,789,433</u>

GULF EQUIPMENT CORPORATION

STATEMENTS OF INCOME AND RETAINED EARNINGS

FOR THE YEARS ENDED SEPTEMBER 30, 1999 AND 1998

	1999	1998
CONTRACTING INCOME		
Equipment and construction work	\$8,555,411	\$ 7,824,649
Warehousing and delivery	1,924,247	1,845,625
Debris removal	170,000	-
Total contracting income	<u>10,649,658</u>	<u>9,670,274</u>
DIRECT COSTS		
Sub-contractors	3,968,543	3,886,880
Material and supplies	1,647,976	1,907,908
Labor	1,313,533	962,239
Equipment and warehouse rental and expense	722,327	602,519
Contract trucking and freight	142,647	185,521
Total direct costs	<u>7,795,026</u>	<u>7,545,067</u>
GROSS PROFIT	<u>2,854,632</u>	<u>2,125,207</u>
OPERATING EXPENSES		
Officer's compensation	827,000	591,000
Travel, job site lodging and per diem expense	198,954	273,463
Depreciation	210,234	161,384
Professional fees	75,072	58,013
Insurance	285,223	74,414
Taxes and licenses	193,773	158,468
Fees and damages	3,409	3,757
Interest	350	1,500
Office expense	101,349	92,933
Utilities and telephone	144,054	172,737
Uncollectible accounts	38,302	-
Officers life insurance	25,000	25,000
Other operating expenses	65,871	74,481
Total operating expenses	<u>2,168,591</u>	<u>1,687,150</u>
INCOME FROM OPERATIONS	<u>686,041</u>	<u>438,057</u>
OTHER INCOME		
Investment income	153,002	90,466
Rental income (loss) - net	-	(5,241)
Other income	35,563	13,533
Total other income	<u>188,565</u>	<u>98,758</u>
INCOME BEFORE INCOME TAXES	874,606	536,815
Provision for income taxes	<u>344,402</u>	<u>236,178</u>
NET INCOME	530,204	300,637
Retained earnings - beginning of year	<u>1,419,837</u>	<u>1,119,200</u>
RETAINED EARNINGS - END OF YEAR	<u>\$ 1,950,041</u>	<u>\$1,419,837</u>

See accompanying notes and accountants' report.

GULF EQUIPMENT CORPORATION

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED SEPTEMBER 30, 1999 AND 1998

	<u>1999</u>	<u>1998</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	\$ 530,204	\$ 300,637
Adjustments to reconcile net income to net cash provided by operating activities		
Depreciation	210,234	161,384
Changes in current assets and liabilities		
Decrease (increase) in receivables	(445,300)	(123,996)
Decrease (increase) in short term investments	(278,059)	33,974
Decrease (increase) in prepaid expenses	(908)	(3,713)
Decrease (increase) in security deposits	451	(7,997)
Increase (decrease) in accounts payable trade	416,356	(393,982)
Increase (decrease) in accrued expenses payable	(52,499)	47,075
(Decrease) increase in federal and state income taxes payable	100,772	(311,291)
Net cash provided (used) by operating activities	<u>481,251</u>	<u>(297,909)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	<u>(216,832)</u>	<u>(246,449)</u>
Net cash provided (used) by investing activities	<u>(216,832)</u>	<u>(246,449)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Increase (decrease) in notes payable	(60,629)	68,777
(Increase) decrease in loans to shareholders	<u>90,765</u>	<u>(474,501)</u>
Net cash provided (used) by financing Activities	<u>30,136</u>	<u>(405,724)</u>
INCREASE (DECREASE) IN CASH	294,555	(950,082)
Cash - beginning of year	<u>598,096</u>	<u>1,548,178</u>
CASH - END OF YEAR	<u>\$ 892,651</u>	<u>\$ 598,096</u>
SUPPLEMENTAL CASH FLOW INFORMATION		
Cash paid for:		
Interest	\$ <u>350</u>	\$ <u>1,500</u>
Income taxes	<u>\$ 243,630</u>	<u>\$ 524,921</u>

See accompanying notes and accountants report.

S. F. PARKER & CO. P. C.

CERTIFIED PUBLIC ACCOUNTANTS

GULF EQUIPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
SEPTEMBER 30, 1999 AND 1998

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

The Company is an Alabama corporation engaged in the construction business as a general contractor. Primary business is contracting with various companies for installation of telecommunication facilities in the southeastern U.S. Generally, the Company does site development work providing equipment and operators. The project owners normally furnish certain materials such as towers and pre-cast buildings. The Company subcontracts out electrical and tower erection portions of its jobs. The Company reports on the accrual basis of accounting. Significant accounting policies are discussed in the notes following.

NOTE 2 PROPERTY AND EQUIPMENT

The Company owns various types of machinery, vehicles and trailers used in land clearing, grading and other construction work. Equipment and vehicles are recorded at cost (see Note 3). Depreciation expense is computed on these assets based on the shortest tax lives allowable, which may differ from their estimated useful lives. Certain items are subjected to accelerated tax depreciation methods, including direct write off at the time of purchase to the extent allowed by tax law.

NOTE 3 EQUIPMENT RENTALS AND LEASES

The Company rents or leases a significant amount of the equipment required to fulfill its contracts. Generally, these rentals are short term, per job, as needed, and are properly accounted for and expensed as operating leases. Infrequently, the Company purchases equipment being rented and as an inducement the lessor may offer the equipment at price less rents paid. When this occurs, the Company records the equipment at the net cost. Management considers the rents paid allowance as a discount to arrive at market value of the used equipment. As of September 30, 1999 and 1997, none of the Company's equipment rental arrangements were capitalizable leases.

NOTE 4 ALLOWANCE FOR DOUBTFUL ACCOUNTS

The Company does not provide an allowance for uncollectible trade accounts. Primary customers are large, select tele-communication companies that, in the opinion of management, present little credit risk. The Company has a long relationship with the majority of its customers and a history of nearly 100% collectibility of its trade receivables. Accounts are written off as uncollectible when deemed so by management.

GULF EQUIPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
SEPTEMBER 30, 1999 AND 1998

NOTE 5 CONCENTRATION OF RISK

Approximately 90 percent of the Company's contracting income is derived from five major customers. Accounts receivable trade are also concentrated with these major customers. In management's opinion, the outlook for the tele-communications industry is excellent for the foreseeable future. Most companies are expanding into new areas and constant changing and upgrading of existing facilities is expected to continue. The Company has a long relationship with the customers it serves. Generally, customers are major U.S. corporations.

As of September 30, 1999, the Company had cash in banks, on hand and with brokerage houses in excess of the FDIC insured limit or not insured in the amount of \$ 782,287,

NOTE 6 CONDOMINIUM UNIT

During fiscal year 1995, the Company acquired a beachfront condominium unit. Management considers the ownership primarily as an investment and as an entertainment facility for customers and employees. Occasional rental income is not material and is offset against expenses of maintaining the unit.

NOTE 7 NOTES PAYABLE

Notes payable consisted of the following at September 30, 1999 and 1998:

	<u>1999</u>	<u>1998</u>
Clark Credit Company, dated January 30, 1997, matures March 1, 2001, payable in monthly installments of \$570.86 including interest, secured by equipment purchased	\$ -	\$ 12,587
Associates Leasing, Inc., contract dated October 16, 1997. Matures September, 2000, payable in monthly installments of \$3,990.33 including finance charges, secured by equipment purchased	<u>45,390</u>	<u>93,432</u>
Total	45,390	106,019
Less current maturities	<u>45,390</u>	<u>54,734</u>
TOTAL LONG TERM DEBT	<u>\$ -</u>	<u>\$ 51,285</u>
Long term debt is expected to mature as follows:		
FYE 2000	<u>\$ -</u>	<u>\$ 51,285</u>

GULF EQUIPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
SEPTEMBER 30, 1999 AND 1998

NOTE 8 AFFILIATED COMPANIES

L.W. Ramsay, Jr., shareholder and operator of Gulf Equipment Corporation, also owns minority interests in Manning Construction Co., Inc., and RLT, Inc. Manning is a corporation engaged in the construction business. RLT is an inactive corporation formerly engaged in the construction business. Transactions between the related parties are not material to Gulf Equipment Corporation's operations or financial condition.

NOTE 9 DEBRIS REMOVAL INCOME

The Company has personnel experienced in natural disaster debris removal and contacts in this field that enable it to secure contracts of this type. During the year ended September 30, 1999, the Company reported \$170,000 of debris removal gross income. Income of this type is sporadic and depends on the occurrence of natural disasters. There was no income from this type activity during the previous year.

NOTE 10 DEFERRED TAXES

The methods employed by the Company to account for depreciation, as discussed in the Accountants' Report and Note 2, would create a temporary difference in book and tax income if the same method were not used for both book and tax accounting. This difference would create a need for the recording of deferred taxes on the difference between book, and tax income. The omission of deferred taxes is not considered by management to be material to the Company's financial position or results of operations.

NOTE 11 REVENUE RECOGNITION

The Company reports revenue on the accrual basis when billed. The Company's contracts are of short duration and billing is frequent, often weekly.

NOTE 12 LIFE INSURANCE

The Company is beneficiary of a life insurance policy on the life of officer and shareholder, L. W. Ramsay, Jr. As of September 30, 1999, the policy death benefit was approximately \$ 875,000.

NOTE 13 INVESTMENT INCOME

Income from investments for the current year includes \$48,880 interest from loans to shareholders.



CITY OF
FORT LAUDERDALE

Purchasing Division

(954) 761-5140

ITB 712-8397

EMERGENCY DEBRIS MANAGEMENT

ADDENDUM NO. 1

ISSUED DECEMBER 7, 2000

ACKNOWLEDGEMENT OF ADDENDUM

VENDOR NAME: Crowder / Gulf Joint Venture

VENDOR ADDRESS: 5535 Business Parkway
Theodore, Alabama 36582

AUTHORIZED SIGNATURE: [Signature]

NAME OF AUTHORIZED REPRESENTATIVE: John Ramsay
(Printed or typed)

Bidders, this sheet should be included with your bid for above numbered ITB. Bid opening date is rescheduled for 2:00 PM, January 3, 2001.

JOHN RAMSAY

9209 Ramsey Road ■ Grand Bay, Alabama 36541 ■ 334-653-5075

EMPLOYMENT

GULF EQUIPMENT CORPORATION

Special Projects Director, 1990 - present

- ◆ Telecommunications Project Director and Coordinator for complete cell site development (Turnkey, Co locations and Rooftops) for Powertel, Pinnacle, DigiPH PCS, OPM-USA/American Towers, BellSouth, Alltel and Ericsson in Alabama, Mississippi, Florida, Georgia, Louisiana and Tennessee.
- ◆ Manager of warehouse contracts with Powertel, Black & Veatch, DigiPH PCS and Hargray Wireless in Georgia, Alabama, South Carolina and Kentucky.
- ◆ Director of Emergency Recovery Work after natural disasters. Projects completed include:

Hurricane Georges, 1998	Gulfport, Mississippi
Hurricane Fran, 1996	North Carolina, contracts with Corps of Engineers for 20 counties, City and County of Wilson
Hurricane Opal, 1995	Panama City, Lynn Haven, Panama City Beach, and Bay County, Florida
Hurricane Erin, 1995	Pensacola, Florida
Ice Storm, 1994	Germantown and Memphis, Tennessee; Natchez, Mississippi
Hurricane Andrew, 1992	Dade and Boward County, Florida
Hurricane Hugo, 1990	South Carolina: Charleston, Manning, Florence, Kershaw County, SC Department of Highways and Public Transportation

DELTA EXPORTS, INC.

President, 1988-1990

- ◆ Exported vessel loads of logs and lumber to Turkey and China; and other forest products exported in containers to Europe. Buying and selling of land timber and wood chips for domestic markets. Performed extensive studies on the feasibility of exporting pine and hardwood chips from the Gulf of Mexico to Japan.

ERNEST MANNING CONSTRUCTION COMPANY

President, Part Owner, 1981-1987

- ◆ Director of hazardous wastes for superfund clean up projects in Texas and southeastern states and refinery maintenance for Chevron USA, Pascagoula, Mississippi. Coordinator of trucking of material and site work.
- ◆ Director of Emergency Recovery Work after natural disasters. Projects completed included:

Hurricane Alicia, 1983	City of Houston, Texas
Hurricane Fredric, 1979	Corps of Engineers, Mobile District, Alabama
Hurricane Camille, 1969	Mississippi and Alabama, Agricultural Stabilization and Conservation Service

RLT CONSTRUCTION COMPANY
President, 1979-1985

- ♦ Heavy construction, including construction with Tombigbee Waterway and Joe Poole LadeDam in Dallas, Texas.

RAMSAY FARM
Independent farmer, 1963-1985

- ♦ Farmed 20,000 acres of soybeans and ran 15,000 head of cattle on winter grazing.
- ♦ Partner in Deep South Auction Company. Business consisted of auctioning land, cattle and equipment (Established business while in college).

MILITARY
Air Force Reserves, 1963-1967

- ♦ Served as Crew Chief (Master Sergeant) on cargo planes.

EDUCATION

AUBURN UNIVERSITY
Bachelor of Science, Agriculture, 1963

- ♦ Member of Alpha Zeta Honorary Fraternity
- ♦ Alpha Gamma Rho, Agricultural Council
- ♦ Vice President, School of Agriculture
- ♦ President, Block and Bridle Club

MOBILE COUNTY HIGH SCHOOL
High School Diploma, 1958

- ♦ Awarded "State Farmers Degree" through Future Farmers of America
- ♦ President, Future Farmers of America, 4-H Club, Beta Club
- ♦ Vice President, Science Club

2035 Angus Street
Tallahassee, Fl 32311
(904) 878-8502

RESUME
OF
A. F. "BUD" RICH, JR.

EDUCATION:

Florida State University, Tallahassee, Fl	Business, 1980 - 1981
Tallahassee Community College, Tallahassee, Fl	Associates Arts Degree - Business 1979-1980
Jacksonville State University, Jacksonville, Al	Undergraduate studies & football 1978 - 1979
Aucilla Christian Academy, Aucilla, Fl	High School Graduate

RECORD OF EXPERIENCE:

<u>1993 - Present</u>	<u>Jimmie Crowder Excavating & Land Clearing, Inc.</u>
Marketing Director	
<u>1990 - 1993</u>	<u>Rich Oil Company, Inc.</u>
President	
<u>1987 - 1990</u>	<u>Florida Mining and Materials, Inc.</u>
Assistant Manager	
<u>1979 - 1987</u>	<u>Rich Concrete Products, Inc.</u>
President	
Vice-President	
Operations Manager	
Sales Representative	

PERSONAL DATA:

Age 37, married, three children, excellent health, interests include hunting, fishing, scuba, golf.

ORGANIZATIONS/COMMUNITY INVOLVEMENT:

- Killearn United Methodist Church
- Rotary International (Downtown Club)
- Mason and Shriner, Tallahassee
- Tallahassee Builders Association
- South Georgia Hunt Club
- Buck Lake Elementary PTO

EVERETT J. ELLIS

1004 Louise Ave.

Mobile, AL 36609

Voice: (334) 343-4202 Fax: (334) 343-4492 Mobile: (334) 709-5728

E-mail: as511@bellsouth.net

CIRICULUM VITAE

PERSONAL PROFILE

- Over thirty-five years of progressively responsible experience and a track record of outstanding performance in key organizational leadership roles in the marine, engineering, retail travel, property management, equipment leasing, and software development fields. **BS in Mechanical Engineering.**
- **Engineering** – Vessel/Equipment Design - New Construction - Repair - Surveys & Estimates - Testing
- **Marine Surveys** – P&I Condition - Pre-purchase - Hull Damage - Grounding - On-Hire - Draft - Cargo
- **P & L Management** - Contract Negotiation - New Business and Division Start-up - Operations
- **Administration** - Finance - Budgets - Accounting - Employee Benefits
- **Personal Computers** – Windows 95 & 98 - AutoCAD R14 - MS Office 2000 - Lotus123 - Knowledgeman - AmiPro - Word Perfect
- **Accounting Systems** – BPI - CA Simply Accounting - Quick Books Pro
- **Software Applications Development** – Accounting - Finance - Inventory & Billing, Leasing - Mail Lists - Partnership Management - 401k's & Pension Plans - Point of Sale - Retail Property Management - Sales Tracking & Management

PROFESSIONAL HISTORY

CROWDER/GULF JOINT VENTURE

Theodore, AL – 2000 to Present

CONSULTANT & SPECIAL PROJECTS – Prepared proposals and presentations for potentials clients. Developed computerized database to track subcontractors and potential clients, and to track load tickets and interface with accounting software to ensure compliance with FEMA rules and regulations.

INDEPENDENT MARINE SURVEYOR

Mobile, AL - 1996 to Present

MARINE SURVEYOR - Performed surveys on a contract basis in South America, Central America, the Caribbean, and the United States. Surveys conducted include numerous P&I condition, pre-purchase, hull damage, grounding, on-hire, draft and cargo surveys in the United States, a 150' sailing vessel grounded on a coral reef off Roatan, Honduras, inspection of two solid fuel rocket boosters shipped by container to the European Space Port in Korou, French Guyana.

RUST SCAFFOLD BUILDERS, INC.

Moss Point, MS / Mobile, AL - 1995 to 1996

MATERIAL MANAGER responsible for billing, payroll, material tracking and inventory, and customer reports. Developed automated reporting system to track job costs and reports for customers.

SOFTWARE SOLUTIONS

Daphne / Mobile, AL – 1992 to Present

OWNER of this firm established to develop software applications for, and provide software, hardware and accounting consultation and advice for various businesses. Using an advanced database, created a stand-alone application for a chain of restaurants to track, compile, and report weekly and bi-weekly sales and payroll information from daily cash register data, and a program to manage an oil well partnership in Texas. Experience includes over ten years of consultation and applications development for various businesses.

TRAVEL PROFESSIONALS INTERNATIONAL

Metairie, LA - 1984 to 1988

EXECUTIVE VICE PRESIDENT with full P & L responsibility for all aspects of the operations, personnel, and financial management of a family-owned franchised retail travel agency. Developed sales from \$0 to \$1.3 million in thirty months. Created an information/accounting system utilizing an IBM PC.

BARGE TRANSPORTATION INVESTORS

Metairie, LA - 1981 to 1991

GENERAL PARTNER of this five (5) vessel marine partnership with responsibility for contracts, finance, charters, specifications for vessel design, administration and accounting.

CANAL BARGE COMPANY, INC.

New Orleans, LA - 1970 to 1981

VICE PRESIDENT / DIRECTOR of this \$70 million river transportation firm. Progressed through levels of increasing responsibility and authority to the above position having full development, administration, and P & L responsibility for the company's new coal business. Managed entire range of operations from initial bid and contract negotiations, equipment financing, vessel design and construction, personnel build-up through actual coal shipments. Initially handled design, repair and maintenance of tank barge fleet and on-board systems including diesel engines, thermal fluid heaters, refrigeration equipment, boilers, and pumps.

- Supervised design, construction, contracts and chartering of vessels that expanded coal fleet from zero to over 200 barges in less than three years.
- Negotiated \$200+ million contract with major utility for river-borne transportation of their coal requirements.
- Handled \$24 million leverage lease financing for vessel acquisition.
- Served as President of the Committee to Save the Title XI Ship Financing Program, a successful multi-industry national lobbying effort.
- Member of AWO Coast Guard Liaison Committee.

THE BOEING COMPANY

Cocoa Beach, FL - 1965 to 1970

TEST ENGINEER. Member of launch team responsible for checkout and launch of the first stage of the Saturn V rocket during the Apollo Lunar Landing Program. System responsibilities included hydraulic, pneumatic, and cryogenic hardware.

ADDITIONAL INFORMATION

EDUCATION	University of Southwestern Louisiana, Lafayette, LA BS in Mechanical Engineering - 1965.
TRAINING	Numerous seminars in business and finance.
REFERENCES	Available upon request.

WILLIAM K. WRIGHT (WILLIE)

9331 Ramsey Road • Grand Bay, Alabama 36541 • 334-865-5218

EXPERIENCE

GULF EQUIPMENT CORPORATION

1/97

Safety Specialist

ALABAMA POWER COMPANY

3/66 - 12/97

Safety Specialist

12/95-Present

- Assess, develop and provide leadership training for Safety Committee Chairmen for the Southern Company (including Alabama, Mississippi, Florida, Georgia, Southern Nuclear and Savannah Electric)
- Chairman of committee charged with implementing the Back Injury Prevention Program throughout Alabama Power Company
- Develop and present safety presentations and safety motivational presentations for Southern Company employees

Division Manager, Transmissions & Distribution - Mobile Division

8/93-12/95

- Management of operation, maintenance and construction of Division transmission facilities (approximately 3000 miles of high voltage transmission lines and 280 substations)
- Management of transmission line crews, division control center operations and substation crews
- Management of 43+ contract tree crews
- Management of engineers of substation, transmission lines and distribution functions within Division
- Management of coordination and installation of joint use functions for cable television and telephone companies
- Development and implementation of Hurricane Restoration Plan
- Responsible for safety initiative for Mobile Division's 600 employees

Division Manager, Transmission - Mobile Division

4/89-8/93

- Management of operation, maintenance and construction of Division transmission facilities (approximately 3000 miles of high voltage transmission lines and 280 substations)
- Management of approximately, transmission crews, division control center operation and substation crews
- Management of 43+ contract tree crews
- Management of engineers of substation, transmission lines and distribution functions within Division
- Responsible for safety initiative for Mobile Division's 600 employees

District Superintendent - West Mobile District

6/75-4/89

- Managed District supervisors of engineering department, service department, distribution line crew and warehouse department
- Responsible for safety focus and initiative for West Mobile District

District Substation Superintendent - Mobile Division

5/74-6/75

- Managed and supervised substation engineers, substation foremen and crews
- Responsible for safety focus and initiative for Mobile Division Substation personnel

Senior I Engineer - Mobile District/Division

11/72-5/74

- Liaison between crews and District superintendent
- Coordinated all contractors who installed distribution underground facilities
- Pioneered location of faulty underground facilities (developed and implemented technique and instrument for finding faulty facilities)
- Operated Distribution System to restore service, on 24 hour call (rotating basis)

Senior I Substation Engineer - Birmingham Division

11/70-11/72

- Liaison between two divisions on supporting budget maintenance activities of substations

Senior II Engineer - Mobile District

8/68-11/70

- Engineered work orders for crews concerning new business, maintenance and general improvement
- Operated Distribution System to restore service, on 24 hour call (rotating basis)

EDUCATION

AUBURN UNIVERSITY
Auburn, Alabama
Bachelor of Science, Industrial Engineering

9/61-6/66

Resume For Eric M. Hall

Position: Dumpsite Director

Personal Information:

Eric M. Hall (407) 647-5078 Office

1956 Lanier Court (407) 623-6589 Beeper

Winter Park, FL 32792-5457 (407) 325-7089 Mobile

E-Mail dragonth@lag.net

Web Address <http://www.perfecthit.com/dragon/trenchburning.htm>

DOB 10/22/50,H 5'11",W 225,Hair Brn, Eyes Hzl, Health, Excellent

Education: Kent State University, Kent, Ohio 1968-1970, Major Aerospace Technology

Military Service: Army National Guard, 102nd Armored Cavalry, 6 years

Business Experience: Owner since 1987 E.E. Development Co., Inc. d/b/a Dragon Trenchburning

Principle Operation fleet Air Curtain Incinerators, contract & rental for destruction of development, right of way, landclearing & storm debris.

Sales Consultant for Air Burners, Inc. Stuart, Florida, benchmark manufacturer of portable & refractory air curtain incinerators since 1986. Web address;

<http://www.perfecthit.com/air-burners>

Project Experience:

1990 Consultant For Air Burners, Inc. Marks Landscape & Paving Co., West Palm Beach, FL. Permanent Refractory Air Curtain Incinerator.

1991 Consultant for Air Burners, Inc. Ash Recycling project. Approval by Florida Department Of Environmental Regulation of air curtain incineration ash for Recycling credit.

1991 Consultant for Air Burners, Inc. S-Series Project. Development of 1st portable refractory curtain incinerator. Sarasota Middle School BB

1992 Contractor 2 Air Curtain Incineration sites Hurricane Andrew storm debris
Miami, Florida.

1993 Contractor Air Curtain Incinerator. Right of way debris Orange County Road
Project Dean Road 4 lane.

1994 Supervisor 4 Air Curtain Incineration Sites. City of Memphis Division of
Public Works. Ice storm debris.

1995 Supervisor 2 Air Curtain Incineration Sites. Bay County, FL Department of
Public Works. Hurricane Opal Storm debris.

1996 Supervisor Clean Up Crews, Army Corps Of Engineers' Contractor Jimmie
Crowder Excavating. Hurricane Fran debris

1997 Consultant Redditt landfill, Orange County, FL. Minor Source Permit &
Operations of S-Series portable refractory air curtain incinerator.

Personal References:

Ted Wheeler, Air Burners, Inc. Stuart, FL 800 330-2121

Eric Hudson, Environmental Engineer, NC DEHNR 910 771-4600

Paul Patterson, Administrator Solid Waste Management, City of Memphis, TN.

(See attached)

Disaster Response Technologies, Inc.

RESUME OF THOMAS P. CREDLE

WORK HISTORY & PROGRESSION

1953-1957	Naval Service-various ships and commands
1957-1961	College of William & Mary - Student
1961-1963	Naval Service - OCS, VT-1, NAS-JAX
1963-1967	Staff Planner - Cities of Norfolk, Newport News and Roanoke, VA
1967-1970	Senior Planner - Commonwealth of VA, Division of State Planning
1970-1973	State Director - Commonwealth of VA Governor's Office / Office of Emergency Services
1973-1980	Regional Director - Federal Disaster Assistance Administration (FDAA) Atlanta Regional Office (Region IV)
1980-1993	Deputy Regional Director, Federal Emergency Management Agency (FEMA) Atlanta Regional Office (Region IV)
1993-1994	Division Director, FEMA, Federal Regional Center, Thomasville, GA
AUG 1994	Retired from Federal Service
1995-1996	State Debris Coordinator, Florida Emergency Management
1996-1997	Special Projects Officer, Florida Emergency Management
1997-1998	Vice President, Emergency Services Division, Grubbs Construction Co.
Present	President & Chief Executive Officer - Disaster Response Technologies, Inc.

EDUCATION

College of William & Mary, Bachelor of Business Administration - 1961
University of Maryland, Master of Public Administration - 1970

PROFESSIONAL EXPERIENCES AND SKILLS

During the past thirty-seven (37) years, I have held a variety of supervisory and managerial positions from Team Leader, Project Officer, Senior Planner, Deputy Director and Director. During the past thirty (30) years, I have concentrated on the discipline of Emergency Management, Disaster Preparedness and Disaster Response. This career path began with a gubernatorial appointment as the State Director, Office of Emergency Services for the Commonwealth of Virginia in 1970. I have been responsible for all management aspects of the offices listed in my work history. This included direct supervision of senior staff, budgets, financial accountability, employee development, program development, operations and execution, plus interagency coordination.

During my tenure with the FDAA and FEMA, I was appointed as the Federal Coordinating Officer in seventy (70) Presidentially declared disasters to include major hurricanes, tornadoes, floods, winter storms, explosions, dam bursts and cyclones. I also served as Senior Advisor and Federal Coordinating Officer to the Republic of the Marshall Islands in the South Pacific.

RESUME OF THOMAS P. CREDLE

PAGE 2

As Director of the FEMA Regional Center, Thomasville, Georgia, I was responsible for the funding and conduct of the Chemical Emergency Preparedness Program in two (2) states in Region IV. I have directed and managed two (2) classified programs, resident in Region IV that required I possess and maintain a Top Secret Clearance, Special Background Investigation (TSSBI).

During my management/supervision of the major FEMA programs it was necessary to interact with local officials, state officials, governors, congressional members of the House and Senate, and senior White House staff. I testified four (4) times before congressional committees on matters related to disasters and emergency management.

I have extensive experience in working with the news media (print and broadcast) at the local and national level. This experience includes appearances on scripted and impromptu telecasts concerning disaster events and the response to those events.

In August of 1994 I retired from federal service and joined the staff of the Florida Division of Emergency Management as a Special Projects Officer. I performed the function of State Debris Coordinator for Hurricane Opal and Senior State Inspector on the storm berm construction for the Panhandle counties.

I joined Grubbs Construction Company as the Vice President of the newly formed Emergency Management Service Division in March of 1997.

In March of 1998 I resigned from Grubbs Construction Co., to enter into the private sector as a consultant and formed Disaster Response Technologies, Inc. As President/CEO of this company I am responsible for all aspects of the business dealings and the company contracted work.

External to my duties at FEMA, the State of Florida and DRT, I have accepted public speaking engagements from a multitude of professional and interest groups. I was a presenter at several national conferences to include keynoting an international conference on emergency preparedness in Canada.

Four (4) journals and newsletters have published my writings on emergency management, the most recent being *Debris Removal: Decisions, Actions and Costs*, published in the Florida periodical, *INDEPTH*. **(Copies of this article are available upon request)** I have served on four (4) boards of directors, served as an elected officer in three (3) interest groups and performed volunteer service as a leader and community director for the Boy Scouts of America.

During the periods of my state and federal service I received outstanding performance ratings from my supervisor, plus recognition of excellence from several governors. I have received recognition plaques or awards from more than twenty (20) agencies and groups, including two foreign governments.

RESUME OF THOMAS P. CREDLE

PAGE 3

PERSONAL DATA

Name: Thomas P. Credle

Address: Georgia Response Office
102 Pine Needles Drive
Thomasville, GA 31792

Phone: Office (912) 228-7614
Fax (912) 226-6193
Cell (912) 224-8182
Res. (912) 227-1177

Spouse: Jeanne Credle, Personnel Manager
Southwestern State Hospital
Thomasville, GA

Hobbies: Reading, fishing, hunting, camping, travel and greenhouse experimentation

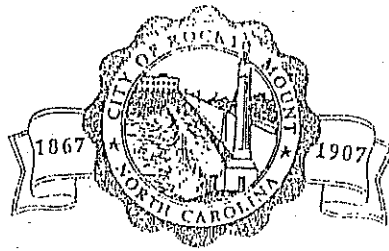
REFERENCES

Mr. Phillip May (former supervisor)
2250 Beach Valley Road
Smyrna, Georgia 30080
(770) 444-9001 (residence)

Mr. E. E. Michael, CEO (friend)
Wireless Outlet, Inc.
1859-C Beaver Ridge Circle
Norcross, Georgia 30071
(770) 271-7070 (work)

Mr. Joseph Myers, Director (contemporary)
Florida Division of Emergency Management
2555 Shumard Boulevard
Tallahassee, Florida 32399
(850) 413-9969 (work)

Mr. Tommy Moore (co-worker)
109 Maggie Drive
Thomasville, Georgia 31792
(912) 228-4389 (residence)



CITY OF ROCKY MOUNT

DEPARTMENT OF
PUBLIC WORKS

To Whom It May Concern:

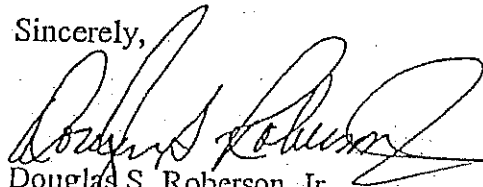
This letter of recommendation is to formally acknowledge the outstanding job Crowder/Gulf Joint Ventures has performed for the City of Rocky Mount, North Carolina.

Hurricane Floyd hit Rocky Mount on the evening of September 15, 1999 with high winds and some 18 inches of rain. Floyd's debris totals have more than tripled that received in 1996 from Hurricane Fran. The debris stream has been a combination of wood or vegetative debris and construction and demolition debris referred to as C & D. The debris totals to date exceed 300,000 cubic yards of material collected and hauled to our two county landfills respectively some 16 and 26 miles away from the City limits.

Crowder-Gulf has performed exceptionally well in all areas of removal but especially in the communication and public relations areas in dealing with citizens and their complaints. John Ramsey and Bud Rich are hands-on supervisors and are always available and quick to respond to your requests and concerns. They are very knowledgeable and have experienced and responsible people in disaster clean up working for them. They quickly mobilized and were on the job picking up debris only a few days after the disaster.

Crowder-Gulf will be the first contractor we contact following any future hurricane or other natural disasters. We highly recommend John Ramsey, Bud Rich and their company to anyone looking for a debris contractor.

Sincerely,


Douglas S. Roberson, Jr.
Director of Public Works

Nash County Health Department

"Health Care for our Community"

William B. Buchanan, C.P.A.
Chairman
Board of Health

December 7, 1999

William W. Hill, Jr., M.P.H.
Health Director

TO WHOM IT MAY CONCERN:

Re: Crowder-Gulf Joint Venture

On September 26, 1999 Nash County entered into a contract with Crowder-Gulf to remove hurricane related debris from flooded areas of the county. From the inception of this contract, both Mr. John Ramsey and Mr. Bud Rich have performed their duties in an outstanding manner. Their company has shown responsibility combined with a most caring, citizen-friendly attitude for which I am most appreciative.

To date, I have not received one single negative comment about their company from a Nash County citizen, and I think this is quite a remarkable accomplishment in view of the many citizens they have served since September.

In summary, I recommend Crowder-Gulf to you for serious consideration when debris removal is needed in your area. If you have further questions about this company, please feel free to contact me.

Signed: _____

William W. Hill, Jr.
William W. Hill, Jr.
Health Director

WWH/cw

Box 849
4 South Barnes Street
Asheville, N.C. 27856
Phone: 252-459-9819
252-459-9834
@nash.nc.us



Public Services

CITY OF WILSON

North Carolina

INCORPORATED 1849

27894-0010

December 6, 1999

To Whom It May Concern:

On September 15 & 16, 1999, the City of Wilson was significantly impacted by Hurricane Floyd. Not only did we sustain damage caused by high winds, but our community and neighboring counties experienced the worst flooding in the history of North Carolina. Needless to say, this further compounded our problems and added a whole new set of obstacles with managing the clean up and aftermath.

For the second time, however, we were fortunate to have John Ramsay and Bud Rich, principals of Crowder/Gulf Joint Venture, respond in our time of need. Within hours of the storm's passing, they conducted an on-site assessment of the damage and follow-up with a written proposal for a systematic clean-up effort.

Our first association with Crowder/Gulf occurred in September 1996 following Hurricane Fran. It was during this experience that we witnessed, first-hand, their capability with regard to disaster recovery. Furthermore, we found them to be highly credible, with a commitment to deliver exactly what they promise and more.

Not only has staff been pleased with their efforts during both instances, but also our citizens have been very complimentary regarding their responsiveness and efficiency in getting the job done.

This company understands FEMA compliance and record maintenance and they are experienced in working within the framework of environmental regulations. They are totally equipped in terms of manpower, equipment, and expertise to handle whatever arises with regard to debris management, land clearing, and disposal (burn site maintenance).

In closing, the City of Wilson has been pleased with the performance of this company on both occasions and, without reservation, recommend them to other communities. Under the leadership and guidance of John Ramsay and Bud Rich, you can be assured you will get no less than what you contract for. I can be reached at (252) 399-2464 and will be happy to elaborate further if additional information is needed.

Respectfully submitted,

Deborah Boyette

Assistant Director Public Services/Administration

/db



*"Dedicated to Excellence . . .
People Serving People"*

Office of the City Manager

September 9, 1996

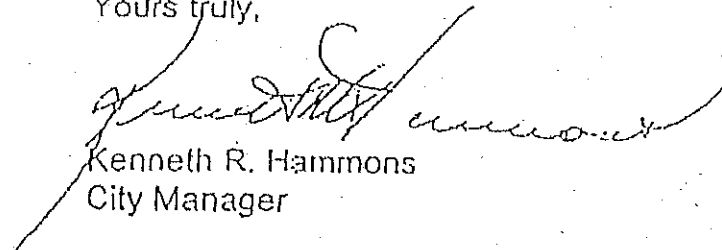
To Whom It May concern:

This letter is written as a reference for Crowder Excavating for the work that they did for the City of Panama City, Florida, in October of 1995.

Hurricane Opal hit this City on October 4, 1995 as a category 3 hurricane, creating extensive damage throughout the City. Streets were blocked, power lines were down and debris was spread throughout the City. Crowder excavating was contracted by the City of Panama City, a day or two after the hurricane occurred. Crowder worked for the City for approximately 30-60 days collecting and delivering debris to various locations for disposal.

Crowder did an excellent job for the City in marshaling vehicles from several sources, along with furnishing heavy equipment to allow the trucking to be loaded. The City of Panama City was happy with the services provided by Crowder Excavating and would use them again in the future.

Yours truly,



Kenneth R. Hammons
City Manager

KRH:pc

ROBERT A. GARDNER

MAYOR

RICKY A. HORST

CITY MANAGER

LARRY A. BODIFORD

CITY ATTORNEY



COMMISSIONERS

ANTONTUS O. BARKER

HAROLD HAYNES

WALTER T. KELLER

FRANCES WITKOWSKI

September 9, 1996

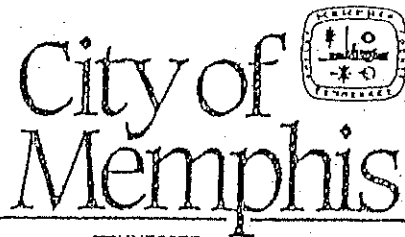
To whom it may concern:

I would like to take this opportunity to inform you of the quality of work performed by Bud Rich and John Ramsey concerning debris removal. In October 1996 the City of Lynn Haven took a direct hit from Hurricane Opal. Damage along the shoreline property was severe and the volume of debris was extensive over the entire City. With Bud Rich and John Ramsey's assistance the cleanup was performed quickly and efficiently. Both of these men are true professionals in the type of work they perform and are commended for their assistance in a time of crisis.

Sincerely,

Robert F. Baker

Director of Welfare and Public Works



TENNESSEE

DR. W. W. HERENTON - Mayor
DAVID F. HANSEN - Chief Administrative Officer
DIVISION OF PUBLIC WORKS
BENNY LENDERMON - Director
Solid Waste Management

August 21, 1995

Mr. Eric Hall
Dragon Pit Burners
956 Lanier Court
Winter Park, Florida 32792

Dear Mr. Hall,

I am writing this letter in follow up to our telephone conversation on August 16, 1995 regarding your Company's work during the clean up of Ice Storm '94 for the City of Memphis. For the record, Dragon Pit Burners operated a major brush site for the City of Memphis, processing thousands of cubic yards of waste material in a satisfactory manner. We were pleased with the overall operation of this site.

I wish you well in you future endeavors and if I can be of any assistance to you please do not hesitate to contact me.

Sincerely,

Paul Patterson, Administrator
Solid Waste Management
City of Memphis